May - Aug 2017

News Waves

ROXANA SHIPPING S.A.

KRISTEN MARINE S.A.

Edition 2017-02

Contents

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Please recycle

Message from TEK

Regretfully at the outset of 2017 another long lasting depression for tanker market materialized. Despite that we have not deviated from our target to engage our staff onboard and ashore on a steady course towards safe and secure, environmentally friendly and quality, time and cost effective transportation operations.

A lot of new terms are flying around in the Industry, chronic unease, risk normalization, engagement, soft skills. The fact is though, that all these terms are linked to each other. Engagement as such is the catalyst to transform mere compliance to commitment, is the catalyst to transform training to learning, engagement is the ticket to culture, is the boosting of chronic unease versus risk normalisation.

Focus on boosting engagement has always been on the agenda, but two years ago a more structured approach was adopted. Management Review Meeting ashore, 3rdpartyinspectionspreparation checklist and MoC actions plan per role tasks oriented, top4 meeting for monthly inspection report, top4 daily meeting for TAB Safe and PALI, training ashore and onboard by introducing reflective Learning From Incidents (LFI) and Learning Engagement Tools (LET), crew debate onboard are some of the measures to facilitate crew engagement. Similarly HSQE committee and HSQE meeting minutes are introduced as of 01Jan17 with a code of conduct boosting crew engagement.

A remarkable number of projects are running to manage all the changes necessary for our Company to achieve the short and long term objectives. Vessels are included as project team members, and even if not, the Follow Up Notification (FUN) sent out to the Fleet facilitates crew engagement to all our projects.

The new Vision and Mission of our Company is released as of 01Jan17, an outcome of constructive workshops during MR May and November 2016 and during Officers training ashore in October and December 2016, is another proof of our colleagues engagement. A further measure will be the inclusion of "Reader's corner" in next edition of NewsWaves.

"The fact is though, that all these terms are bonded to each other, Engagement as such is the inhibitor to transform mere compliance to commitment, is the inhibitor to transform training to learning, engagement is the ticket to culture, is the boosting of chronic unease versus risk normalisation"

In house developed Reflective LFI and LET modules and training videos are some of the projects boosting crew engagement.

Crew welfare is another priority with BMI and Internet on board two of the related projects.

Smooth navigation in the ECDIS environment is the deliverable of the recently introduced ECDIS and ENCs and ECDIS NoNO projects.

We are happy to confirm once more the steady course of the Fleet and the Company towards high levels of performance. Clear evidence of this commitment to excellence in terms of safety, environment protection and quality for this period are the KPIs where the targets were achieved and even exceeded.

As an appreciation to our crews good efforts and their optimized performance during the vetting inspections and starting from 01Jan17 a revised vetting performance bonus is introduced.

All above are included in the hot stuff section, which also contains the vessel top performers and the Best Practices for the period.

The Who is Who section this time hosts capt Yannis Koloniotis, Mr Vasilis Kokkineas and capt Foivos Kousouris, three colleagues who will help out team meet the short and long term objectives. Our three offices in Brazil, Athens and Singapore are ensuring that we are covering the full spectrum of time zones and we are available for our clients at any given time.

Update on the newbuildings and new acquisitions program is reported in New Ladies on the block section.

The Lessons Learnt section continues to remind us wrong practices that we should refrain from.

All of us should study carefully what we should by all means avoid to do.

Cyber-security has always been in our agenda, and now that Internet on board has matured as project, to be materialized on board within 2017, we have revised the Internet access policy. Along with the above updates on Ballast Water Treatment, Global Fuel Sulphur Cup 0.5% in 2020, Chinese ECAS as of 01Jan17, ER FO sampling points and MRV plan are included in the New Rules section.

Prompt and effective training facilitates career development for our employees and ensures the smooth and effective implementation of changes in behavior and operations required due to the fast changing Industry environment.

In line with this policy extended shore familiarization with occasional employment in Head Office is offered to selected officers. Details on the above, along with the records of promotions throughout the fleet, are addressed in the Human Resources section.

Other interesting topics are included in the remaining sections of this edition. Enjoy the reading!

Takis Koutris
Managing Director

Who is Who

Capt. John Koloniotis

Capt. John holds a Ministry of Hellenic Merchant Marine Master's degree since 1998 and he has been sailing till July 2005 as Master mostly in OBOs and Tankers from 30.000 to 132.000 tons Dwt.
In December of 2005 he started working in Roxana Shipping, as a Fleet sup/nt. And as of 01May10 he joined Wet Operations dept., being responsible for the operation of Company's tankers.
Capt. John with his vast experience and devotion is highly contributing to the smooth and sound establishment and management of the tanker fleet of our Company.
He is holding certification on ISM and Quality Management Systems from Recognized Organizations and is also certified as Internal Auditor.

Vasileios Kokkineas

Mr. Kokkineas graduated in 1996 from Merchant Marine Academy of Greece in Crete and sailed as 3rd Engineer on bulk carriers. He continued his studies in University of Newcastle upon Tyne, UK and in 2000 acquired his Msc in Marine Engineering.
Vasilis has been working in Kristen Marine/Roxana Shipping S.A. since 2004 as Technical Department Coordinator, Environmental Officer and PMS sup/nt and as of 2006 as Fleet Sup/nt of Group2 Bulkers Fleet. In the meantime, he also attended in 2007 Roxana's 38,500DWT tankers new-building project in Guangzhou, China.
Vasilis presently acts as PMS sup/nt, Environmental officer and Technical co-ordinator for Gr1/Gr2 and Fleet Sup/nt for Gr2, highly contributing to our Company's environmental excellence vision and the effective use of software for PMS .
He is holding certification on ISM and Quality Management Systems from Recognized Organizations and is also certified as Internal Auditor.

Capt. Foivos Kousouris

Capt. Kousouris graduated from the Merchant Marine Academy of Aspropyrgos in 1994, as Captain C'.
Since 1997 Capt. Kousouris has been sailing in various types of vessels and holds the Master Mariner's A' degree as of 2010.
On Feb17 Capt. Foivos joined Roxana Shipping as Fleet sup/nt for Gr1, contributing substantially to the success of our Company, thanks to his knowledge, his energy his positive approach and his team spirit.
He is holding certification on ISM and Quality Management Systems from Recognized Organizations and is also certified as Internal Auditor.

RoKcs continues productively its manning activities providing effectively its manning services throughout 2017.
We are pleased to announce that RoKcs team is now expanded, since Mrs. Margarita Kuramaeva was recruited in August for the position of crew coordinator. She works along with Ms. Eugenia Khalimenko, under supervision of Capt. Sidorkin and Capt. Verkhoturov.
Cadets onboard training program is still ongoing and RoKcs always welcomes the younger generation, who decides to embark on a new life at sea.
Currently RoKcs pool comprises 548 seafarers with 49 of them being Top4 officers: 29 in tankers and 20 in bulker fleet. But RoKcs staff is always happy to see new faces that have a stake in the company's success with their fresh ideas, suggestions and teamwork.
It should also be noted that Kristen Marine SA is now activated again with a fleet of two new ladies of 32K DWT, fully manned with Russian seamen and recruited by RoKcs.
As planned Capt. Pavel and Capt Denis took part in cadets graduates introduction at MSU in Engineering Faculty and Navigation Faculty as well, on 23May17 and 01Jun17 respectively.

E. Khalimenko
Capt. P. Sidorkin
M.Kuramaeva
Capt. D. Verkhoturov

"Crewing Agency Roxana Kristen Crewing Services" LLC was established in 2008 recruiting seamen on Containers, Bulkers and Chemical Tankers"

RoKcs Training Center

Tanker Officers Training 21-23 June 2017

Our Managing Director, Mr. Takis Koutris, attended RoKcs premises in Vladivostok from 18th to 26th June 2017, in order to conduct a manning office external audit and regular training courses to Roxana pool of seafarers.

In particular, the purpose of the tanker crew pool training courses, which took place on 21st till 23rd June 2017, was to refresh tanker deck & engine Officers' knowledge on the Company's Documented Management System (DMS), Bridge Team Management (BTM) and Engine Room Team Management (ERTM).

Topics like Company Vision, Mission and policies, Health and Safety aspects and management, Environmental aspects and management, Quality management, DMS reporting and document control, Ulysses Doc Manager, Danaos crewing, Management of Change and Risk Management, Career development and appraisals, emergency preparedness, Incident reporting investigation and CPARs, Oil Record Book, Garbage Management, update on last Management Review and KPIs, Cargo Operations, Bunkering procedures, New Rules, Log Book entries, observations from 3rd party inspections and commercial issues were discussed.

All attendees, split in 5 mixed groups, were fully engaged in the workshops conducted with following topics:

•Chronic Unease Reflective LFI Collective Normalisation

•Workshop 1 Visible and felt Leadership

•Workshop 2 Internal Audit and Navigational Audit vs ECDIS

•Workshop 4 Scenarios of not "normal" operations for MoC and RM

•Workshop 5 Bridge team interaction with Pilot

•Workshop 6 Collective Normalisation - Resilience

All proposals were discussed and noted in Training Suggestions Log for further actions.

Particular attention was paid to Reflective LFI training on mooring, equipment, navigation, managing change and debate on board.

All proposals were discussed and noted in Training Suggestions Log for further actions.

Particular attention was paid to Reflective LFI session on risk normalisation and debate on board.

The aim of this learning session was not to just to watch a video, but to think and talk about the conditions leading to risk normalisation as a group. Both individually and as a group, the participants had an opportunity to elaborate on how to keep the chronic unease on board in the future.

The outcome of the Group actions was considered by Company in an effort to revise procedures and practices, which is in process in view of TMSA3.

The number of participants was 10 tanker deck Officers and 10 tanker engine Officers (including 1 Electrotech Officer), listed as follows:

DMS/ BTM (Bridge Team Management)

Pilgun Anatoly	Master
Tereshchenko Alexey	Master
Koshetov Igor	Master
Karelov Alexander	Master
Kutsykov Sergey	Master
Shirokopoyas Danil	Chief Officer
Okolo-Kulak Andrey	Chief Officer
Berezkin Viktor	Chief Officer
Niukhin Sergei	2nd Officer > Chief Officer
Snegurenko Evgeny	2nd Officer > Chief Officer

DMS/ ERTM (Engine Room Team Management)

Lesnoy Vladimir	Chief Engineer
Erin Aleksei	Chief Engineer
Ozerin Valeriy	Chief Engineer
Mikhailov Iurii	Chief Engineer
Vorobev Sergei	2nd Engineer
Senotrusov Evgeny	2nd Engineer
Zashchitnikov Alexander	2nd Engineer
Nilov Aleksandr	2nd Engineer
Kulik Roman	2nd Engineer
Besshtanov Boris	El Tech Officer

Roxana Officers ECDIS Type Specific Training 20 June 2017

ECDIS type specific training course on Furuno FEA 2107 and Konsberg K-Bridge software and operation for senior and junior Officers of Tanker Fleet were conducted on 20th June 2017 by VMC teacher Capt. Pilyugin Aleksei.
Recent experience with ECDIS implementation and relevant observations were discussed during the training.
The training was conducted with participation of the following 8 Deck Officers:

Pilgun Anatoly	Master
Koshetov Igor	Master
Karelov Alexander	Master
Kutsykov Sergey	Master
Okolo-Kulak Andrey	Chief Officer
Berezkin Viktor	Chief Officer
Niukhin Sergei	2nd Officer
Snegurenko Evgeny	2nd Officer

Kristen Officers ECDIS Type Specific Training 19 August 2017

Kristen deck officers ECDIS type specific training on FURUNO FEA-2107 was conducted on 19th August 2017 by VMC instructor Mr. Talgat Kenetbaev with participants as per below:

Eskov Viacheslav	Master
Ivanov Victor	Master
Demichev Dmitrii	Chief Officer
Khodakovskii Evgenii	2nd Officer
Drachuk Mikhail	2nd Officer
Chernovolov Denis	3rd Officer
Beliaev Konstantin	3rd Officer

RoKcs Training Center

Marflex DWP and Konsberg K-Chief 500 Training June 2017

Training courses for Marflex DWP and Konsberg K-Chief 500 were conducted for Roxana engineers on 24th of June 2017 by VMC teacher Kovtun Alexey. Recent experience was discussed between participants.

Participants of the training course as follows:

Lesnoy Vladimir	Chief Engineer
Erin Aleksei	Chief Engineer
Ozerin Valeriy	Chief Engineer
Mikhailov Iurii	Chief Engineer
Zashchitnikov Alexander	2nd Engineer
Nilov Aleksandr	2nd Engineer
Kulik Roman	2nd Engineer
Besshtannov Boris	El Tech Officer

Junior Officers Training June 2017

Courses on Company's DMS for Junior Officers and Engineers of Dry fleet and Roxana fleet were conducted by RoKcs Training Officer Capt. P. Sidorkin.

Company's Documented Management System (DMS) and Bridge Team Management (BTM) / Engine Room Team Management (ERTM) refresh and Reflective LFI Collective Normalisation with participation of 7 deck / 12 engine shipboard personnel respectively in January 2017, as follows:

DMS/ BTM (Bridge Team Management)

Novitckii Aleksandr	Officer 3rd
Kalganov Aleksandr	Officer 3rd
Chusovitin Maksim	Officer 3rd
Khorsov Andrei	Officer 3rd
Kostyukevich Sergey	Officer 3rd
Iakovlev Anton	Officer 3rd
Suchok Danil	Junior 3/Off

DMS/ ERTM (Engine Room Team Management)

Petrov Evgenii	Engineer 3rd
Maksimenko Aleksandr	Engineer 3rd
Bacharnikov Sergei	Engineer 4th
Sokolov Alexander	Engineer 4th
Titov Valerii	Engineer 4th
Koptelev Aleksandr	Engineer 4th
Samankov Viacheslav	Engineer 4th
Grachev Gennadii	Engineer 4th
Barabanov Andrei	3rd Engineer
Shevchenko Nikita	Junior 4/Eng
Kazakov Aleksandr	Junior 4/Eng
Kraev Alexander	El Tech Officer

Pancoast Singapore

Pancoast Trading (Singapore) Pte. Ltd Singapore is continuing its strong commercial activities in the East of Suez region. The office in Singapore is strategically located covering the vital market of Indian and Pacific Ocean.

The Singapore office tanker activities has successfully completed more than 3 years in tankers activities having a vital market presence in this region; Roxana Tanker Pool is now a brand name well known in the tanker segment. The Singapore Office will continue to have a very dynamic and challenging period ahead with most of the spot vessels in East.

Vessels spot trading in East during this period were Athiri, Aligote, Altesse, Miracle, Magic Star and Alice I. Miracle and Magic Star built in Guanghzou, China are Handy Vessels in Dirty product trade, whereas Asprouda, Aligote and Altesse built in Busan, Korea are LR1 Vessels in Clean product trade.
Alice I – Handy tanker built 2007, is on a 2 year time charter with Pancoast Singapore from April 2016 and presently is trading in the East. This vessel is operated by the Pancoast Singapore office.

Fixtures: In 2016 Pancoast office under commercial operational responsibility of Capt. Karthik; Vessels were spot chartered with 30 different Charterers which includes most of the Oil Majors.; the office handled for Roxana Tanker pool more than 50% of the spot fixtures in the Far East region.
In 2017 till August, The Singapore office has done 38 fixtures with 20 different Oil Majors / Traders and these contributed to more than 50% of the tanker fixtures for this period.
The commercial activities of the office have an increasing activity from 2014 when it started the tanker desk.

Singapore still remains the main port in the East where almost all the ships call for various repairs, surveys and bunkering ops for which our department have assisted in their preparation and planning and giving logistics support to various departments.
Activities in Singapore: Capt. Karthik, (Operations / Chartering Manager in East) attended a series of meetings with clients (Charterers/Brokers/Agents) which were very successful and vital in strengthening our existing relationships and also creating new commercial opportunities.
Weekly Meetings: Roxana / Pancoast Tanker department weekly meetings are carried out every Thursday to discuss and co-ordinate vessel updates.
Management meetings are carried out twice a year with our esteemed clients.

Employee Roles:
- Capt. Karthik is heading the Pancoast office and is also in charge of the Commercial / operational activities in East covering vessels East of Suez. Apart from his other diversified roles; he also plays a vital part as consultant for the Post Fixture / Claims department for the Tanker Vessels.
- Mr. Alexandros Stathopoulos; completing 2 years as Tanker Operator; and plays vital role in day to day operational issues and co-ordination with other departments.

VMC (Vladivostok Maritime College)

On June 16, 2017 the nineteenth graduation ceremony was held in Vladivostok maritime college. Teachers, staff members and the administration of the college, friends and parents of the cadets came on this big day. But the main heroes of this ceremony were the fourth-year cadets who have successfully passed all state examinations and defended their degree works on "Navigation" and "Engineering" subjects. Numerous guests stepped up on the scene to congratulate our graduating cadets and wish them all the best and success in chosen maritime profession.

The director of the college, Manko Vladimir and the chairman of board of founders of VMC and principal of Far Eastern Institute of Communication, Yuminov Aleksandr congratulated all who came to the ceremony and especially the young sailors, who just make the first steps into new nautical life.

Also special guests were invited to the ceremony and congratulated the VMC cadets:

Chernovitskaia Ekaterina, the "godmother" of the college,
Glukhov Igor, Vladivostok Harbour Master,
Sufiiarov Marat, Head of FESCO Crew department,
Sidorkin Pavel, training officer of "RoKcs LLC".
Pafnutiev Ievgenii, Deputy General Director of «Fescontract Internation-al»,

The words from curators and the deputy director of study process, Konishcheva Larisa, were also emotional and touching. The curators were presented by Protsenko Anna, the curator of 241 study group. As a tribute to the tradition, all the gathered watched the videos and photos of senior cadets' lives. The graduation ceremony was held with musical and technical support of the IT Department.

After the speech of the graduating cadets, Stepanov Evgenii and Fomenko Ivan, there was a presentation ceremony of diplomas, souvenirs, letters of commendation and grateful letters to parents. The following alumni of 2017 became the best: Matveev Sergei from the 141 study group and Solovev Nikolai from the 241 study group. They received special golden nameplates shields.

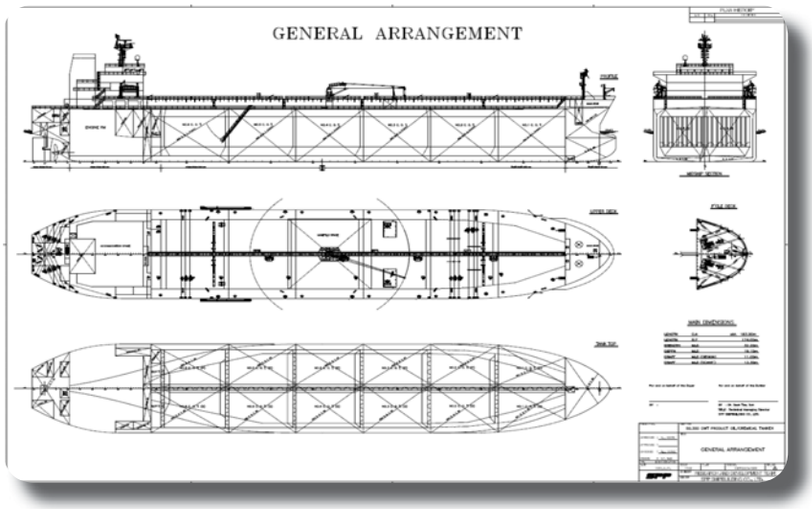
At the end of the ceremony everybody went out to launch the air balloons into the sky.

This year in VMC was very interesting and eventful. We want to congratulate our cadets on graduating and wish them good luck! We are proud of you!

New Ladies on the Block

Our company is planning the next generation of newbuildings and is following closely the new rules, particularly:

- distillate MGO availability vs the scrubbers
- LNG as propulsion fuel technology
- air emissions NOx and SOx control technologies and limits
- Eco designs and options



The next generation of newbuildings will be a challenge for the industry, particularly due to the evolution of LNG as marine fuel and the price level of the conventional and ULS fuel oil.

Furthermore re-activation of Kristenmarine, bulkers and containers management, is in the short term plan with review, inspection and evaluation of many second hand candidates to populate the bulkers and containers fleet of Kristen Marine.

TEK attendance at M/T Malbec on 11Jul17

Our Managing Director Mr. TEK boarded vessel on 11Jul17 in Yardgem, Tuzla.
Tour of the vessel in the presence of Master Andrey Gavrilenko and Chief Engineer Igor Dolgopolov was conducted.
Following report was sent to Master Gavrilenko:

qt
Thank you, the chief engineer and your crew for the hospitality extended throughout our attendance on board on the 11th of Jul17.
During this attendance we had the chance to express our appreciation for:
- the excellent team you are privileged to manage and work with
- your own and your crew's very good performance in terms of 3rd party inspections and discuss the recent OMV vetting inspection, which affected the acceptance status for M/T Malbec.
- the excellent housekeeping in Engine Room, despite the scope of works in drydock and despite the cosmetics that will have to be concluded on completion of Drydock works.

- the excellent housekeeping in navigational charts and publications
- the excellent housekeeping in mess rooms, galley,provisions room and the excellent lunch offered to us.
- The change request and MoC plan for temporarily operating the refrigerating plant and until the PLC is replaced, and the relevant modification proposed by ETO Mikhail Pakhomov, which is considered as best practice, to be recorded in HSQE CMM.

We discussed the new Vision/Mission document, as developed in 2016 and distributed throughout the fleet in 2017, with emphasis on the four I.D.E.A. values.
We had also the opportunity to discuss the campaigns we are up to this period ie:
- The PALI and TAB Safe principles and physical meetings, no room for complaisance
- The risk normalisation, which creeps in any frequently and successfully conducted task
- Crew engagement, through reflective learning, LET, crew debate on board and Resilience sessions, through HSQE committee, project FUNs and the daily meetings
- The CPAR and related MoC and RM for emergency changes due to failure of equipment
- The training on board for promotion

Focus was given to the crew engagement as tool to shift compliance to commitment and training to learning.
The very promising idea of training videos for the operation of certain important systems was discussed and we will appreciate your proposals as per Master's review of this HSQE committee meeting, for steering gear emergency operation.
The effectiveness of reflective LFI principle was confirmed and we then elaborated on the idea to develop in-house reflective LFI topics, based on our own CPARs.
Our SQM dept has already launched a project plan to materialise this idea, which we really consider as best practice, as soon as possible. In fact anchoring and navigation with pilot are the two topics with which we are working right now.
Crew composition was discussed and your proposals for the short period after drydock and for the long term period in Med trade will be implemented.
Fleet sup/nt G. Karavias will co-ordinate this activity.
Pls ensure to liaise with our fleet sup/nts on board to update all the posters on board, as per the latest releases.
Thank you again and pls extend our thanks to your crew.

Managing Director
T. Koutris

10th ENOC Marine Workshop & OCIMF MERMF 1

Mr. T. Koutris attended the 10th ENOC Marine Workshop & OCIMF Middle East Regional Marine Forum which took place on 18-19Sep17 at the Intercontinental Festival City Hotel in Dubai.

The1st day of the conference, headed by Enoc, elaborated on the tanker industry sustainability issues.

The 2nd day OCIMF updated the participants with recent projects and deliverables by OCIMF.

Agenda and presentations are available in Company server.

Intertanko ISTEC 51 and BsC 38

Mr. T. Koutris attended as chairman the InterTanko ISTEC 51 and BsC 38 meetings, which took place on 28-30Mar17 at the Fort Canning Hotel in Singapore.

All current important issues in the tanker Industry, including 2020 .5%S fuel availability and operational issues, hybrid fuels availability and compatibility, BWT, Nox regulations, IMO GHG and MRV, EU MRV were discussed.
A working group for elaborating on existing ships performance monitoring, further to the MRV rules and the sea trials regime was formed.

Relevant material agenda and minutes of the meetings are available in Company server.

Shell Safety Mediterranean Workshop 13-14Jun17

Please be informed that our Managing Director Mr. T. Koutris attended the Safety Mediterranean Workshop coordinated by Shell, which took place on 13-14Jun17 at the King George Hotel in Athens.
The intent of this workshop was for the Mediterranean Maritime industry leadership community to meet and collectively drive forward the Shell Partners in Safety Programme, as discussed at the recent Maritime CEO conference in London.
The workshop engaged Mediterranean based partners on the following:

1. Progress on the quality implementation of Partners in Safety actions in relevant pillars per partner;
2. Sharing experiences and providing support to driving the Resilience program forward, as well as running a Resilience session;
3. Safety Leadership.

During the event Mr. Koutris delivered a 15 minute presentation on Roxana Journey to Engagement.
Mr Koutris noted that engagement is the common denominator for the 3 pillars and resilience, and highlighted engagement as key words for the journey to zero incidents, since engagement is the facilitator to transform mere compliance to commitment, is the facilitator to transform training to learning, engagement is the ticket to culture.
He then presented measures taken by Roxana to boost engagement, like the redesigning of HSQE committee meetings, Management Review meetings and other safety related meetings and checklists per role and task, the introduction of Crew Debate on board, adoption of reflective learning, LET and Resilience in officers workshops ashore.
Mr Koutris concluded that the challenge for all of us now is to maintain the chronic unease with reflective learning and LETs through fresh and relevant material.

Additionally please note that our below colleagues participated in the optional refresher engagement on how to run effective Reflective Learning and LET sessions in two groups on 13Jun17 (Capt. G. Stratis, Mr. S. Kavouris, Mr. G. Alafouzos) and 14Jun17 (Capt. N. Kassiteropoulos, Mr. G. Karavias).

Visible and Felt Leadership

Visible and Felt Leadership is one of the pillars on which Roxana is building up for the incident-free target.
Company senior managers, other than the fleet supt/nts will board our vessels regularly (we target minimum 12 visits per year) to interact with our sea going personnel and ensure that:
- The message related to Vision-Mission-Policies and particularly Health, Safety and Environment, is properly passed across the fleet
- Crew feedback is triggered and properly processed and addressed

The intention is that such attendances turn out to be beneficial for all and for meeting up the target of incident free operations in an effective and efficient manner.

The above matter was discussed during HSQE Committee Meeting of Jun17 and relevant questionnaire was filled in by the fleet with all the answers having been compliled in a common document, which will be discussed in next management Review for actions to be taken.

Visible and Felt Leadership Questionnaire	
1.	Why do you think CEO's visit on board is beneficial for you and the crew?
2.	What further or different could be done so that office attendance is more helpful to you?
3.	How do you think the attendances should be so that your role in boosting safety on board is facilitated?

Soft Skills and Resilience intro

We, in Roxana, and the Marine Industry as a whole, have elaborated a lot in defining what to do, tasks, checklists, instructions, procedures, ISM code being the framework for such development.
However, at some point in time it was realized that Marine Industry has paid little attention to "how" to do what is to be done.
The ability to know what to do (hard skill) is different from the ability of how to do it (soft skill) and the combination of the hard skills and soft skills define the level of competence in achieving the target, which is performing effectively and efficiently with zero incidents.
The individual sea or shore employee of the Company is interacting with other humans (colleagues, friends, relatives, people) with hardware (computers, machines, tools, equipment) with software (procedures, processes, software platforms) and with the environment.
Within this context the individual interacting with people, procedures, machines and varying environmental conditions in different teams with different roles per team, even if he is properly qualified and certified and holder of the hard skills, he has to develop various sets of soft skills in order to perform effectively and efficiently in an incident free manner.

To facilitate this development Roxana has since beginning 2016 developed two strategic axes, crew debate on board and the Resilience modules and the Soft Skills self-awareness.
Crew debate on board has been introduced along with the Reflective LFI modules, whereby ideas raised during the reflective LFI sessions are subject to debate by 2 appointed opponent crew teams, the remaining crew listening to the argumentation and judging the way ahead. Such crew debate on board sessions was the sperm to facilitate Resilience development, in the context of:

- Appreciation of different perspectives for the same issue.
- Acceptance of different approaches to the same problem.
- Tolerance to different behavioral styles in a team.
- Caring about yourself

The resilience modules, within the "Partners in Safety" concept in cooperation with Shell, are deployed ashore and on board as mindset to assist the individual in staying calm and resilient even under pressure, even in adverse and unfortunate conditions when performing varying roles in varying teams.
Five "Resilience" modules have been distributed and incorporated in Vessels' training plan.
These 5 modules ("What is Resilience", "Take Decisive Action", "Keep Things in Perspective", "Change is Part of Living", "Take Care of Yourself") will assist the individual Company sea-going or shore employee in developing the mindset to boost his resilience, in performing efficiently and effectively in an incident free manner, even under pressure and adverse conditions.

Soft skills self-awareness for Company's employees relates to increasing the awareness on the importance and essence of the soft skills and the related behaviors as reflection of the soft skills.
The 1st workshop for soft skills awareness was delivered during Management Review 2017-01 20May17 by RINA training centre, where one approach and categorization of soft skills was presented. The message we want to convey is that

- Measure of the soft skills are behavioral indices.
- There is no bad and good behavior but behavior achieving or not smooth, effective and efficient operations in an incident free manner.
- there may be for each individual, different behavioral styles in different roles and such different behavioral styles are required to achieve smooth, effective and efficient operations in an incident free manner.

This program will be implemented for ashore employees and during the officers ashore training in Roxana training center throughout 2017, with plan to be extended on board within 2018.

Seagull CES

As you are aware, Crew Evaluation System (CES) is the preferred tool among ship operators, for the Seafarers' background knowledge evaluation.
Our Company's is using Seagull's CES, which is updated on quarterly basis.
Basis on the above mentioned please note that Seagull released recently the newest update to CES, introducing CES, version 5.3.1.
In this version the Seafarers will find new STCW and detailed tests for Pure Car Carriers in addition to STCW tests for offshore vessels.
Furthermore, 9 question groups for Pure Car Carriers with a total of almost 450 questions have been developed.
More than that, a total of almost 1900 questions have been completely revised since 2015, making sure almost 40% of the questions now are revised to reflect new amendments to STCW.
There have also been added question groups for Management, Operational and Support level within Seismic, PSV and Anchor handler specific vessel type.
Considering that our Company doesn't own car carriers, anchor handlers and/or vessels engaged on Seismic surveys, the most important group questions are the ones related with the STCW.
The next major Seagull's revision of question groups will be within the function area of Navigation.
We will revert as soon as Seagull's news letter to this purpose, is received in our Office.

Best Practice - News Waves Reader's Section - Gerasimos Karavias

Fleet sup/nt G. Karavias proposed during this management review that we dedicate a reader's section in the Company's magazine, where any issues originated by the employees, either on-board or ashore, will be included and posted.
The rational behind this proposal is to engage and encourage Company's employees to express their experience and thoughts, on topics ranging from shipmanagement practices to art or social events.
It is expected that this way the magazine will become more interactive and pluralistic.
A campaign has since then started with the fleet seeking for contributions or ideas for contribution.

Best Practice - Officers Ashore in Action VMC Konsberg K-Chief 500 repair E.T.O. Ozornin

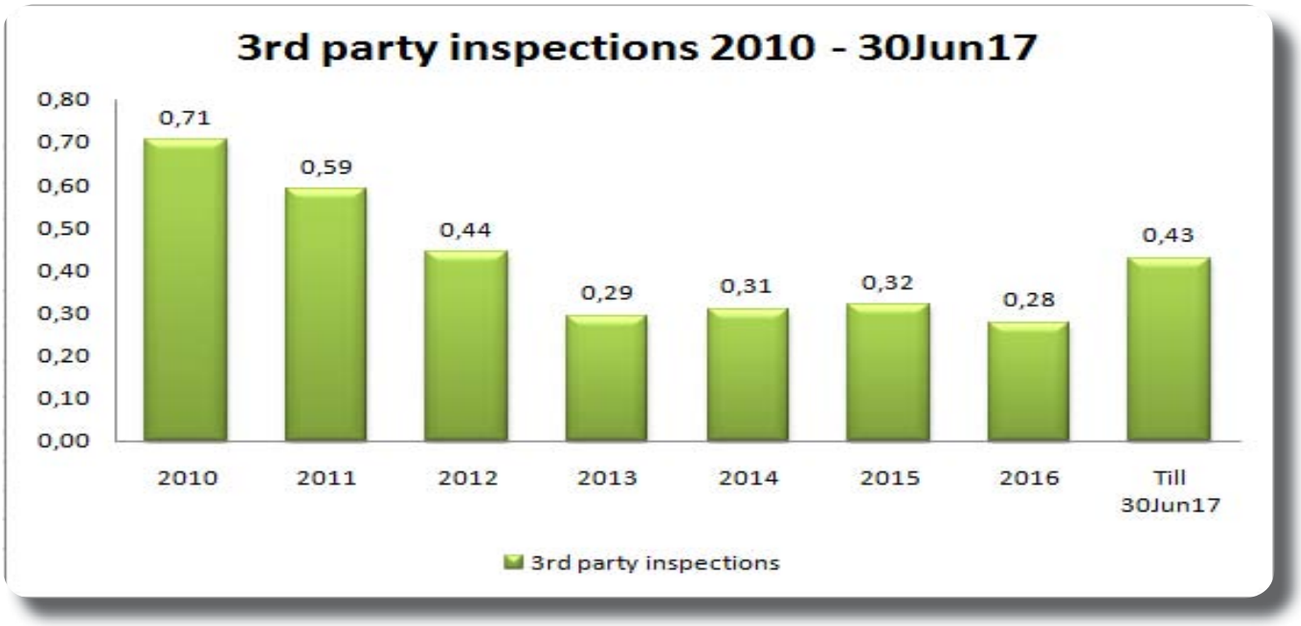
As you know in RoKcs training center, located in Vladivostok Maritime College, we run 5 simulators, between them the Kongsberg K-Chief500 M/E control.
Failure of this simulator was reported first time on 02Dec16.
Correspondence with Purchasing Dept. and Kongsberg and decision to replace 2 pcbs was taken on 03Jan17.
Pcbs were ordered on 11Jan17. Customs clearance was completed and 2 pcbs were delivered to VMC on 25Apr17.
The new pcbs were installed by replacing the old ones on 15May17. However, the failure was not restored.
On 24May17 teleconference through skype was arranged between Kongsberg's Service Engineer Mr. Yu zhi Feng, ETO Mr. Ozornin and Capt. Sidorkin under the coordination of Mr. Kouloulias of Technical Dept.
The inspections and repairs started under the guidance and instructions of Kongsberg's Service Engineer Mr. Yu zhi Feng to ETOs Mr. Ozornin , with the assistance of Capt. Sidorkin.
Finally ajastment was completed successfully 29Jun2017 with assistance of ex. ARN ETO Mr. Kraev.
Congratulations to ETO Mr Ozonin and all for a job well done!

ECDIS NoNO Project

1. A project has been initiated since 22Apr16, in continuation of the NoNO project of Sep10 till 2013, to ensure that by the extended date of 30Dec17 Bridge team Navigational performance on board our fleet remains in the level of excellence, particularly with ECDIS Navigation maturing, i.e., incident free navigation in the ECDIS navigation environment.

2. Having introduced the NoNO project in Sep10 till Dec13 we managed to enhance the Navigational performance and consequently reduce the navigational observations. Introduction of ECDIS as primary means has drastically changed the mode of operation for the Bridge team in terms of navigation.
We are in the era where electronics overwhelm automation and control on board. At the same time electronics technology is developing in a fast and uncontrolled manner.
This fact in combination with the recent introduction of ECDIS and ENCs as primary or secondary means of navigation is a challenge for us to ensure the excellence in performance of the Bridge team.
Measure of this performance remains the navigational incidents and observations during internal and 3rd party navigational audits, TIARE and 3rd party inspections.

3. Project team Leader is Capt K. Anissis and project team members are Capt T. Papatheodorou, Capt. N. Kassiteropoulos, C. Partsinevelos and S. Kontozoglou.
The last project meeting was conducted on 10Jul17. During this meeting it was reported that:
3.1 Navigational deficiencies trend, as below, is now again going back to 2012 performance due to the fact that:
3.1.1 Five deficiencies - instead of one - were issued by the PSCO on his inspection on a Company's vessel, for five missing publications and
3.1.2 The time in which the PSC inspections incurred along with the deficiencies raised, is just the half of the year.
We hope that our efforts on board and ashore for meeting the expectations of this project, will be a clear evidence of the success by 30Dec17 deadline.



3.2 ADPs and ENPs
3.2.1 All vessels are using the Digital Publications, (ADPs and eNPs), on board. They are installed in Com/tion and Master's computers. Novaco is the Provider.
3.2.2 Implementation is very successful and well received on board, as it saves a lot of paper work and thanks to effective support from Makers and Head Office.
3.2.3 The vessels' safety equipment certificate Form-E is properly endorsed by Class Surveyor for the Digital publications (ADP - ENPs) implementation on board.
3.2.4 A quotation through various Providers has been obtained and Novaco has been appointed to be the Provider of the digital publications on board, other than ADPs/eNPs, according to vessels Library, form CP03-01.
3.2.4.1 Implementation of the digital publications other than ADP/eNPs is already started with
vessels of ATS, AGT, MCL, MLD, ADA. The process of supply to other Company's Fleet vessels, is in progress.

ECDIS NoNO Project (Continued)

3.3 Training

3.3.1 The DVD with the training videos for various ECDIS/ENCs functions to be updated with new videos and be submitted to VMC and vessels for Officers' training during the ECDIS type specific training course.

Updated MoC plan for the project can be found in K:\POOL\MR2017-01\Projects\ECDIS NoNO.

4. All are prompted to review the plan and contribute with ideas-actions for the successful completion of the project. To this extent and at this phase and with deadline 30Sep17 pls:

4.1 RoKcs PS:

SPP vessels except AGT are equipped by Furuno FEA 2107 ECDIS, GSIs by Kongsberg K-Bridge, SPR and DGN by Furuno FMD-3100 and AGT FMD-3200BB, so to ensure that all Deck Officers are properly certified for:

- ECDIS type specific training in VMC updated as appropriate.
- ECDIS Generic training is properly conducted (IMO Model course 1.27 to be stated)

4.2 SQM/THP/DAK/LPK:

- Revise training on board for promotion checklist deck cadet to junior 3rd, junior 3rd to 3rd officer and for 3rd to 2nd officer for ECDIS operation, engaging Fleet and RoKcs as well.
- Revise the Navigational Audit and Master's daily Navigational Audit checklist, form CP11-10 and CP11-16, to include the issues of the ADPs/eNPs and e-books (IMO Publications).
- Revise Vessel's internal Audit, form CP11-03 for 2/O, to include the issued of the ENCs' corrections, ADPs/eNPs and e-books of vessel's Library.
- Vessels library, form CP03-01 to be updated.
- Compile all Industry and Roxana information and feedback on navigational issues for navigating with ECDIS and having included them in a folder per category, forward same to VMC for Officers' familiarization and training during the ECDIS type specific training.
- The Navigational observations detected through the 3rd party inspectors and TIARE to be collated and statistics to be issued on quarterly basis.

4.3 Gr1/THP:

On your attendance on board, pls focus on:

- Officers' familiarization with ECDIS implementation, Officers' proper certification (Generic course to be certified IMO Model course 1.27, type specific on board with trainer's certificate), ECDIS smooth operation and proper certification.
- Layout of ECDIS consoles and computers for the installation od ADPs/eNPS/IMO Publications:
  1. For vessels provided with two computers on Bridge, Primary is the Radio, 2ndary the Bridge one
  2. For vessels provided by one computer on Bridge, Primary is Radio computer and 2ndary the Master's P/C.
- Digital publications' smooth implementation. Check ADPs and eNPs last week update and ensure they are installed in Communication's and Master's computers or in a Bridge computer if available.
- ADA and MGC safety equipment certificate, Form-E is properly endorsed by the Class Surveyor for the implementation of the digital publications (ADP/eNP) on board.

4.4 PD/CSP

- Liaise with FURUNO for upgrading RocKs and Head Office ECDIS FURUNO 2107 software to latest IHO Library 4.0.

4.5 IT/SAK:

- Familiarize IK and KAK with the remote operation of the Emergency room's computer, to enabling them check the Master's ENCs' and digital publications' requisitions during the Office after hours period.
- Assist the Masters on Digital publications and new editions C-MAP ENC+ delivery on board as appropriate.
- Assist the Masters with problems that they may encounter with the Usage of the software for (ENC, ADP, eNP, eBooks etc)
- Familiarize IK , KAK in the use of Novaco NB+ , for enabling them to check the Master's ENCs' and digital publications' requisitions via web browser.

ECDIS NoNO Project (Continued)

4.6 MD/TEK:

- Verify that scope of VMC type specific training is properly updated.

4.7 CD/KNA:

- Refresh training as appropriate for Gr1 and Wet OpD with the paperless navigation, ENCs and digital publications' check, liaise with DAK for training plan's revision.
- Liaise with Kongsberg for Office staff type specific training, once such facility will be available in Greece.
- Then liaise with SQM, so that that IMO digital publications, as per form CP03-01 are provided on board and CP03-01 is revised accordingly.

4.8 Vessels' Masters to ensure:

- For ECDIS type specific training on board the certificates issued for the trainees must have appended the trainer type specific training.
- That all deck officers hold ECDIS generic training certificate, concretely mentioning compliance with IMO model course 1.27.
- Officers are properly trained on board according to training videos.
- ECDIS layout and computers for ADPs\eNPs and IMO Publications as instructed above para 4.3.1 and 4.3.2.

5. Next project team meeting is planned by 30Sep17.

ECDIS and ENCs Project

1. A project has been initiated since 22Apr16, in continuation of the NoNo project of Sep10 till Dec13 to ensure the excellence of the Bridge Team navigational performance.
Introduction of ECDIS as primary means has drastically changed the mode of operation for the Bridge team in terms of navigation. This ECDIS and ENCs project focused in hardware, in conjunction with ECDIS and NoNo project focused in software, is launched to ensure that navigational performance of the Bridge team in the ECDIS environment will meet the level of excellence set by our Company, i.e., will ensure incident free Navigation.
Measure of this performance remains the navigational incidents and the Navigational observations during navigational audits, internal and 3rd party, TIARE and 3rd party inspections.

2. We are in the era where electronics overwhelm automation and control on board. At the same time electronics technology is developing in a fast and uncontrolled manner. This fact, in combination with the recent introduction of ECDIS and ENCs as primary means of navigation, is a challenge for us to ensure that ECDIS and ENCs technology development is properly dealt with.

Our intention is that within the set deadlines as per relevant ECDIS ENCs status.xls:
2.1 All vessels except for the Brazilian cabotage vessels, will run ECDIS as primary means of navigation
2.2 All Brazilian cabotage vessels will implement paper chart as primary means of navigation and ECDIS as secondary
2.3 All vessels ECDIS software to be timely upgraded to latest IHO standard S52.

3. Project team leader is Cpt. K. Anissis (KNA) and project team members are C. Partsinevelos (CSP), S. Kontozoglou (SAK), Cpt. I. Koloniotis (IK) and Cpt. N. Kassiteropoulos (NDK).
The last project meeting was conducted 07Jul17.

During this meeting it was reported that:
3.1 Current Fleet certification is completed, as per ECDIS ENCs status.xls:
ADA-ATH-MCL-MGC-MBC-MLD certified ECDIS as primary means with C+MAP ENC+ charts by DMC Jeppesen,
ATS-AGT certified ECDIS as primary means with AVCS charts by Novaco,
SPR-DGN-ARN-MVL certified ECDIS as secondary means with AVCS charts by Novaco,

ECDIS and ENCs Project (Continued)

3.2 ECDIS software is upgraded to latest IHO S52, Presentation Library 4.0, status as per ECDIS ENCs status.xls on vessels MVL, SPR, MCL, AGT, MLD, MBC, MGC.
It is still pending for the vessels ADA, ATH, ATS, ARN, DGN.
A verification of ECDIS software's upgrade is to follow by the Class Surveyor till vessel's first survey schedule, after 31Aug17.

3.3 Updated MoC plan for the project can be found in K:\Pool\MRM2017_01\Projects\ECDIS and ENCs.

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project. To this extent at this phase and with deadline 30Aug17 please:
4.1 CSP/TD:
- Co-ordinate Makers attendance as per ECDIS ENCs status.xls.
- Liaise with Administrations for ECDIS software upgrade verification by Classification Society, till 1st vessel's Survey, after 31Aug17.

4.2 IT/SAK
- Assist the Masters on FFF faced at times related to Hardware.

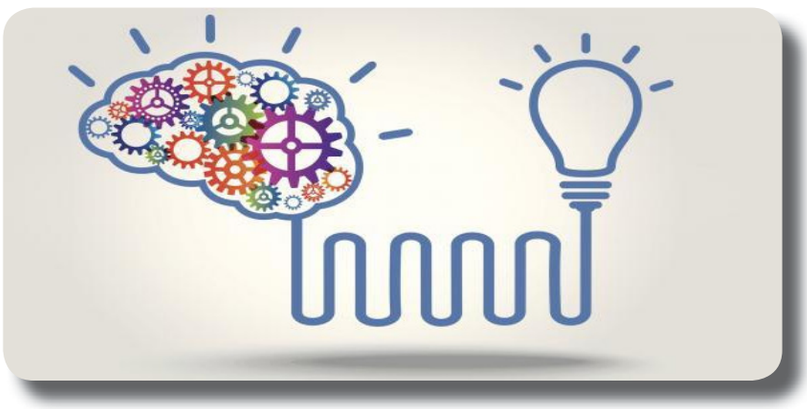
5. Next project team meeting is planned by 30Aug17.

Reflective LFI, LET and Resilience Project

1. Shell introduced the reflective LFI/LET concept during the Safety workshop in Nov14, presenting the reflective LFI for mooring. This idea was found effective in enhancing the practical and type specific training on board. Triggered by this and further to our circular outgoing Message 749299 and memo 539579 of 17Aug16 we remind you that a project has been initiated since 02Mar15 to ensure that by 31Dec17, the reflective LFI / LETs that are up and running in the fleet by Jul16, are kept updated thereafter. Then the suggestions for DMS improvement by 30Dec16 for mooring and by 30Dec17 for the remaining reflective LFI/LET topics to be consolidated.

2. As previously explained, the aim of these learning sessions is not to just watch a video, but to think and talk about the incident as a group. The participants reflect on the causes of the incidents involved in the videos and relate what has been happened (or could happen) in similar situations at their own site and both individually and as a group they have an opportunity to elaborate on how to prevent a similar incident from happening at their site in the future and how we can improve as Company.

3. Project team leader is Cpt THP and project team members are TEK, Cpt NDK, Cpt FDK and Cpt PS.
The last project meeting was conducted on 29Jun17 and updated MoC plan for the project can be found in K:\POOL\MR 2017-02\Projects\Reflective LFI.
Out of this meeting, following is reported:
3.1 Capt FDK was nominated as project team member.
3.2 Resilience modules as of 01Jan17 are officially deployed throughout the Fleet and incorporated in Multimedia Training Plan, form CP06-33a.
3.3 Latest release of 16Jun17 is already distributed to the Fleet including all Reflective LFI, LET and Resilience updates.



3.4 The biggest challenge is to maintain the "chronic unease", as opposed to the "collective normalization" and complacency attitude, due to the repetitive attending the SAME reflective LFI/LET sessions. It was realized that merely knowing a hazard does not reduce its risk. It was decided therefore that Roxana will produce own Reflective LFI modules to show off the multi faces of the hazards.
3.5 Due to the above, it was decided to extend the project until 30Dec17.
3.6 Furthermore and during evaluation of progress, the need to keep records of who is facilitating each Reflective LFI, LET and Resilience session was identified.

Reflective LFI, LET and Resilience Project (Continued)

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.
To this extent and at this phase and with deadline next meeting date, 30Oct17, please:

4.1 Vessels
4.1.1 Apply the Reflective LFI, LET and Resilience modules strictly as per Multimedia Training Plan, form CP06-33a.
4.1.2 Keep records as per latest "Reflective LFI instructions.doc" and "LET intro.doc".
4.1.3 Records in Danaos Crewing per module, including facilitator and as per instructions to follow.

4.2 Gr1
4.2.1 Deliver Reflective LFI, LET and Resilience at least once every detailed TIARE and as per Multimedia Training Plan, form CP06-33a, if possible.
4.2.2 Check vessels' records to ensure implementation of the valid Multimedia Training Plan, form CP06-33a.

4.3 Gr1/FDK
Create in house the following Reflective LFI modules:
- RX reflective LFI Collective Normalisation Navigation,
- RX reflective LFI Collective Normalisation Navigation with pilot.

4.4 SQM/THP
4.4.1 Review and update consolidated proposals for DMS revisions latest by 30Sep17.
4.4.2 Update Reflective LFI, LET and "Resilience" Modules.
4.4.3 A drop-down box to be created in Danaos Infogate software, to enable clear identification of seafarers role, such as, "Facilitator" (for Reflective LFI, LET and "Resilience" Modules), "Instructor" or "Participant".
4.4.4 Mooring, equipment and navigation suggestions to be compiled.

4.5 MD/TEK
Create in house the following Reflective LFI module:
- RX reflective LFI Collective Normalisation supervision communication Bunkering.

5. Next project team meeting is planned by 30Oct17.

Risk Management TMSA3 Project

1. A project was launched on 05May17 to identify per Company procedure all probable situations of not "usual" conditions and propose countermeasures for incident free operations under all conditions. Risk management approach is used to identify the high risk "not usual" conditions, related to each procedure, with the objective to draft a MoC and RM for Vessels' reference. Deadline for effecting the changes is set for 30Dec17.

2. All our DMS procedures cover shipboard and office operations, whereby sea-going and shore personnel interact between themselves, with procedures, with software and hardware/machines, always under "usual conditions" (humans, equipment/software and environment), as anticipated when drafting a procedure. In reality these conditions are not always "usual", therefore quite frequently sea-going and office personnel are called to operate under "not usual" conditions. Consequently all personnel should be prepared to cope with operating under even "not usual conditions", and all relevant procedures should be revised to ensure the "0" incident operations under all conditions. Emergency Preparedness CP07 and Shipboard Emergency Situations FOM05 partly cover this requirement, however in a deterministic manner.
This project using the risk management technique will identify the high risk "not usual" conditions, related to each procedure, with the objective to draft a MoC and RM for Vessels' reference.

Risk Management TMSA3 Project (Continued)

3. Project team leader is TEK and project team members are THP, NDK, STK.
Initial MoC plan for the project can be found in K:\POOL\MR 2017-01\Projects\Risk Management TMSA3.

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.
To this extent at this phase and with deadline next meeting date 30Sep17 please:

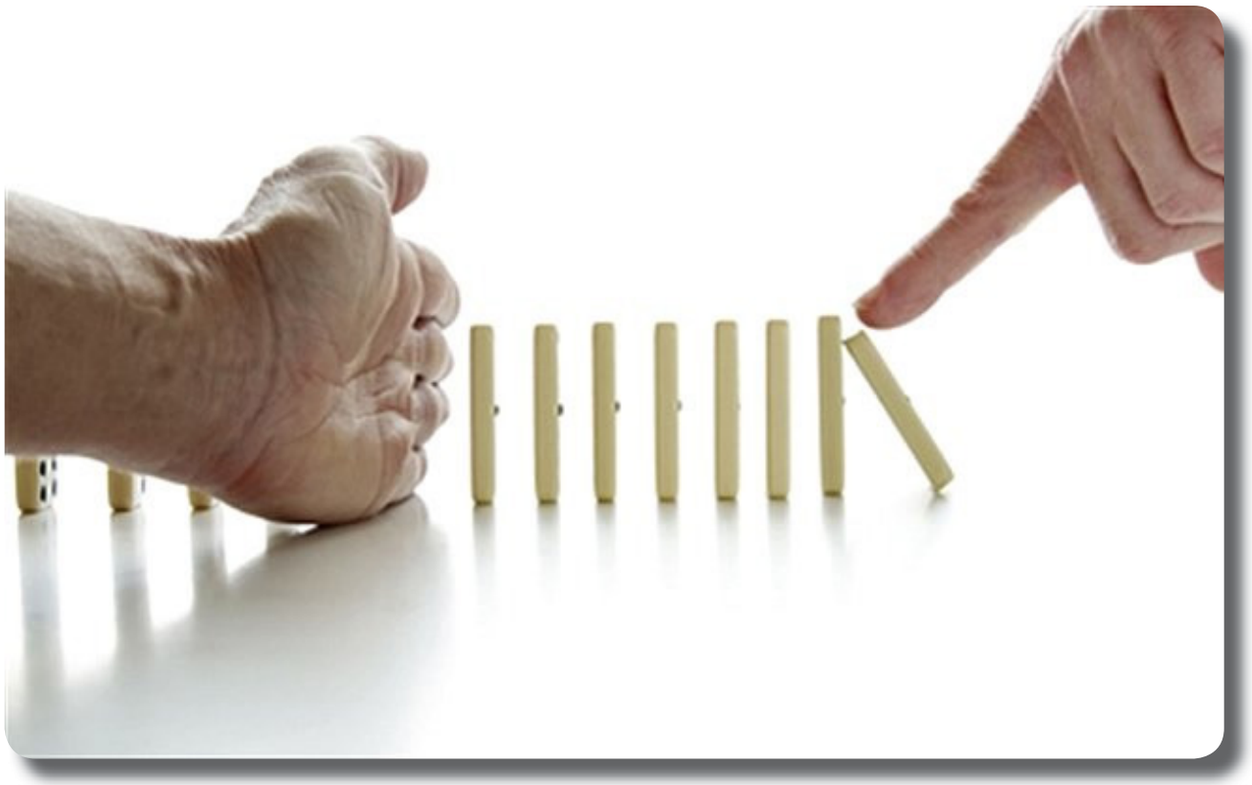
4.1 GR1/Vessels/THP:
4.1.1 Participate in identifying possible scenarios for MoC/RMs per mooring, anchoring, navigation procedure
4.1.2 Participate in populating the identified MoC/RMs per procedure

4.2 GR1:
4.2.1 Following up vessel relevant activities during attendance on board

4.3 THP:
4.3.1 Follow up vessels and workshops contribution to the revision, by consolidating comments.
4.3.2 Ensure proper DMS revision,relevant notifications for MR and Ulysses doc manager updates.

4.4 TEK/RoKcs:
4.4.1 Organise workshops during officers training ashore for:
- identifying possible scenarios for MoC/RMs per mooring, anchoring, navigation procedure
- populating the identified MoC/RMs per procedure

5. Next project team meeting is planned by 30Sep17.



Internet on Board Project

1. A project has been initiated since 01May15 to ensure that by the first Quarter of 2017 internet access is provided to all crew on board.

2. Internet On Board for all crew will satisfy the need to:
- Safely provide Crew with E-mail and Internet Access and be able to manage it and add to Crew Welfare
- Reduce communication cost for crew (About half cost in Voice Communications)
- Reduce the total cost of communications , Voice and Data due to the fact that the usage is ever increasing
- Manage the increased message Traffic (ENC updates, Danaos Crew, Ulysses)
- Apply a more cost efficient method of Voice Communications between Office Switchboard and Vessel and visa-versa via direct VOIP VOICE communications.
- Facilitate the future needs for Synchronization of files between Office and Vessel, Remote Monitoring of vessels Bridge,Engine Systems , Remote access of vessel to Office.
- Improve monitoring and analysis of the volume and cost of communications.
- Have an easier centralized Management of all the above.
- To have infrastructure in place to handle issues of CyberSecurity

3. Project team leader is Stelios Kontozoglou and project team members are Takis Koutris , Costas Partsinevelos, Vassilis Kokkineas, Fleet Vessels.
The last project meeting was conducted on 7th July 2017 and updated MoC plan for the project can be found in K:\POOL\MR 2017-02\Projects\Internet on board - Navarino Infinity.

During meeting of 7th July 2017 it was reported that :

3.1 Internet on board with Navarino Infinity and Fleet Broadband is already operational on board M/Ts Malbec, Miracle, Magic Star,Melody, Asprouda, Aligote, Altesse and Athiri

3.2 The Aramon and Marvel will be attended in Brazil by Mr Christos Villas this Summer which will complete the Infinity Installations .
The Installation on these vessels will include 3G GSM internet connectivity as these vessels are trading in Brazil for when vessels as in port .

3.3 Fleet Express , the new Inmarsat system has been successfully installed on board the Melody as pilot vessel on 12/4/2017
This new system offers much greater bandwidth , better coverage with FBB as backup , and much reduced cost of data for
- Company (Unlimited download capacity compared to effective rate of 0,38USD per MB)
- Crew (7 USD per 50MB as compared to 19USD per 50MB)

3.4 Since that time Melody as pilot vessel also has completed the Fleet Express trial and we have proceeded to order Fleet Express Units for
Aligote, Altesse and Asprouda and are awaiting their delivery in order to ship to the vessels and arrange their commissioning .

3.5 Additional VOIP phones are in the process of being installed on the vessels so that in the end the complement will be
- Masters Office
- Bridge - Radio Space
- Telephone Booth for Crew Use

Attached please find the updated VOIP telephone directory showing both vessels and offices extensions
This will aid VOIP communications between Office and Vessel which does not incur an additional cost.
Also the Master's VOIP phone is a model that supports inbuilt Speaker and Microphone so that it can be used for Teleconferencing between Vessel and Office. Finally they can of course be used for vessel intercommunication.
Voip phones for CCR,ECR,Cheng will be considered also to improve vessel intercommunication and redundancy and also to make Shore-Ship intercommunication more direct and simpler.

Internet on Board Project (Continued)

3.6 Additional usages of Infinity so far :
▪ Calling Vessel through VOIP from Company mobile phones is now tested and has been implemented for office mobile phones .
▪ New Company VOIP telephone exchange has also been linked to Navarino Infinity so vessels can call Company Offices and be called from there also .
▪ Teleconferencing will be implemented along with Internet on board for the Vessels due for installation, while for the Vessels with already operational Internet on board teleconferencing will be retrofitted as per Fleet roll out schedule. So far on the Melody , Altesse , Athiri and Malbec , we have put an additional VOIP phone with Speakerphone capability for such conferencing. The first trial of such was performed successfully with the Melody and Office departments .
▪ The recent update of the Danaos Crewing was done without the need to prepare and send CD's with the media for the vessels with Navarino Infinity
▪ The last Ulysses update was also performed without the need to prepare CDs and deliver them to the vessels for the vessels with Navarino Infinity installed.
▪ eNP and ADP new editions that were not available in the DVDs present on board vessels were now easily uploaded to vessels
▪ We have been able to increase maximum e-mail size limits for vessels with Infinity (both ship to shore and shore to ship). We will be able to increase further for vessels with Fleet Express.
Shore to Ship 1MB without Infinity , 2MB with Infinity , 4MB with Fleet Express
Ship to Shore 2MB without Infinity , 4MB with Infinity , 4MB with Fleet Express
▪ We have been able to give Vessels limited internet access to a selection of National News Web Sites from on board for free to improve crew welfare.
▪ We have been able to give Vessels access to a selection of Web Sites for Nautical Information , Marine Weather etc from vessels Workstations.

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.
To this extent and with the Fleet Roll-out, as saved in K:\POOL\MR 2016-01\Projects\Internet on board - Navarino Infinity\Fleet Rollout Schedule.xls and with deadline for next meeting date, by 30Sep17.
4.1 Vessels to provide their feedback on the operation of Internet on board and for the countermeasures against i-Isolation and i-Distraction (circulars #737495 and #741249).
4.2 PD/CSP to ensure prompt delivery of the equipment as per Fleet roll out schedule.
4.3 WetOpD to keep SAK continuously posted of remaining vessels movements to ensure smooth implementation and revision, if needed, of the Fleet roll out schedule.
4.4 SQM/THP to liaise with SAK and draft circular and instructions on crew usage of Internet on board, quick start guide and DMS revisions.
4.5 SQM/THP to elaborate how to enhance LET/LFI sessions with the use of Internet.

5. Next project team meeting is planned by 30 Sept 17

ODME for Biofuels Project

1. By 01Jan2016 the ODME of the ships carrying Bio-fuel blend cargoes containing 75% or more of petroleum oil and more than 5% of Ethyl Alcohol must be in compliance with MEPC.1 / Circ. 761 / Rev.1 Sections 4.1.2 - 4.1.3. 'ODME for Biofuels'.

A project has been introduced since 02Mar2015 to closely follow up the implementation and ensure prompt and cost efficient compliance for our fleet with the new rule, by aligning the modification with the next class annual IOPP survey after 01Jan2016.

SPP and GSI vessels are equipped with ODME VAF Oilcon Mark6M that must be replaced with the new MCU(Main Control Unit) having touch screen and should be updated with new software for compliance with bio fuels and their blends.

SPR, DGN, QST are equipped with ODME JOWA CLEANTOIL, where the Measuring Cell Unit must be replaced and software should be updated for compliance with bio fuels and their blends.

ODME for Biofuels Project (Continued)

2. Project team leader is VK and project team members are TEK, CSP, THP, GAK, GSK, STK, GFA, PS.

3. Updated MoC plan for the project can be found in K:\POOL\MR 2016-01\Projects\ODME for Biofuels.

ODME upgrade has been completed on board DGN, SPR, ATH, AGT, ADA, ATS, MBC, MLD, MCL and MGC, while the next vessels' ODME upgrade is ARN and MVL.

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.

To this extent at this phase and with deadline next meeting date please:

4.1 VK
Reminder to be sent to Vessels that:
- VAF initial bio version software installed onboard had a bug problem, where in some cases the user cannot save and print out complete logs. A new updated VAF software v2.114 version was released on 02June2017 for rectifying this bug problem. VAF software update completed onboard all vessels within June2017, as per our message circular ID/ALL-TEC-17-673 dated 02June2017.

4.2. Vessels
- Please provide your feedback on the ODME operation performance after new VAF software v2.114 version update.

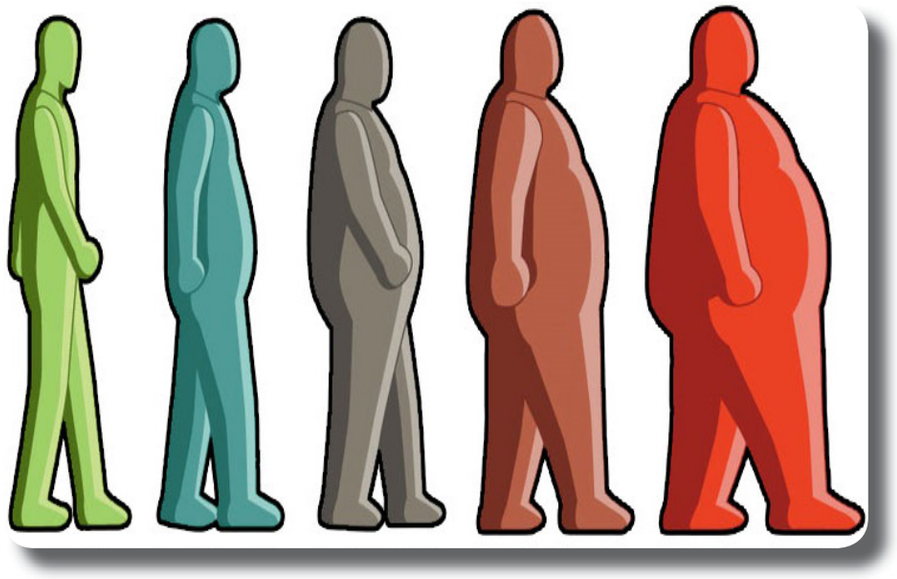
5. Next project team meeting is planned by 30Sep2017.

Body Mass Index (BMI) Project

1. A relevant to the BMI project was initiated on 15Jul16 to ensure awareness of Company stuff on board and ashore of the body fitness for personal health and performance and also to manage the worrying increase of BMI with the increase in age and rank, initially set for implementation by 31Dec16 and extended till 31Dec17.

2. The Health and consequently the body fitness of Company stuff is of primary concern for the Company and an initial investigation was carried out with statistics from our crew database. Out of this initial investigation it was detected that for officers there is a constant increase of 1 BMI unit per rank, except for 2nd Officer to Choff and 3rd Eng to 2nd Eng. This means an approximate 3 BMI units from junior to Master or 4th Engineer to Chief Engineer. It was also noted that 1 BMI unit equals to about 3kg for 1.75m height and 3.5kg for 1.9m height. This means an alarming over 10kg increase from junior to Master or 4th Eng to Ch.Eng. Increase in weight can cause health issues/heart fatigue, difficulty in movement on board and ashore, in access to enclosed spaces, ladders with injury hazard, and difficulty in using tools etc.

Body Mass Index (BMI) Project (Continued)



3. Project team leader is captTHP and project team members re-assigned to be captNDK, captFDK and captGPS. Last meeting of the group was conducted on 28Jun17.
Updated MoC plan for the project can be found in K:\POOL\MR 2017-02\Projects\BMI.
Following were reported and agreed during the last project meeting dated 28Jun17:

3.1 Capt FDK was nominated as project team member.
3.2 The vessels feedback and actions were discussed and particularly the availability, condition and overall status of the basic gym equipment.
3.3 Missing tools and equipment as identified through the updated gym inventory will be supplied as soon the final proposal approved by the MD.
3.4 A new paragraph 4.18 in FOM07 was prepared and distributed for review by the team members before submitted to MD for approval.
3.5 Various posters and other instructions to be collected and agreed for further distribution and posting in vessel's Gymnasium.
3.6. Compliance due date is now set for 31Dec17 due to unexpected delays in assessment of equipment onboard.

4. All are prompted to review the plan and contribute with ideas-actions for the successful implementation of the project.
To this extent at this phase and with deadline next meeting date 06Sep17 please:

4.1 Vessels:
4.1.1 Comment on proposed exercises and submit ideas for improvement.
4.1.2 Regularly report the project effectiveness.
4.2 THP
4.2.1 Propose revision of DMS, CP03, CP17, FOM01, FOM07 and particularly paragraph 4.18 to provide BMI instructions and guidelines.
4.2.2 Monitor the equipment supply per vessel and commencement of BMI implementation onboard.
4.2.3 Get approval and release the agreed for distribution related to BMI Posters.
4.3 NDK:
4.3.1 Co-ordinate with vessels and PD for the supply of the missing basic Gym equipment as per "K:\POOL\MR 2017-02\Projects\BMI\Fleet Schedule.xls"
4.4 SQM/TD/CD/RoKcs
Elaborate on proposals to improve body fitness on board and ashore and locate from the industry any further BMI instructions in addition to those already filed in project's directory, for shipboard use.

5. Next project team meeting is planned by 06Sep17.

Outstanding 3rd Party Inspections Performance

As we all know 3rd party inspections KPIs and particularly PSC and Vetting KPIs are vital for the tradability of our Fleet.

For PSC inspections absolute target for 2017 is 0 detentions and then 0.9 deficiencies per inspection, the combination of which will keep Roxana in the high performance companies, as per the Paris MOU NIR ranking.

For the Vetting inspections the absolute target for 2017 is 100% successful inspections, ie inspections without rejection, and then 3.5 deficiencies per inspection.

Thanks to the effective efforts of our Fleet we are proud for the outstanding performance of the vessels in terms 3rd party inspections as indicated in following table:

VESSEL	MASTER	CHENG	FLEET SUPNT	INSPECTION	PORT	DATE	DPI	Target
M/T Asprouda	V. Usovich	E. Svistunov	-	Flag	Lome	20/07/2017	0	2
M/T Asprouda	V. Usovich	A. Mayorov	F. Kousouris	Vetting	Venice	03/06/2017	1	3,5
M/T Asprouda	A. Grinko	A. Mayorov	-	PSC	New Orleans	03/05/2017	0	0,9
M/T Asprouda	V. Usovich	A. Mayorov	F. Kousouris	PSC	Venice	03/06/2017	0	0,9
M/T Aramon	I. Borisov	S. Farkov	-	Flag	Suape	30/05/2017	0	2
M/T Aramon	I. Borisov	S. Farkov	-	PSC	Salvador	16/05/2017	0	0,9
M/T Athiri	S. Simonov	V. Ozerin	G. Stratis	Vetting	Sohar	09/08/2017	2	3,5
M/T Athiri	V. Rubanov	E. Trukhachev	-	PSC	La Pallice	03/05/2017	0	0,9
M/T Athiri	V. Rubanov	E. Trukhachev	-	Vetting	La Pallice	03/05/2017	4	3,5
M/T Altesse	G. Dimov	A.Polkovnikov	-	Vetting	Suez	21/06/2017	1	3,5
M/T Altesse	G. Dimov	A.Polkovnikov	-	Flag	Yanbu	14/07/2017	0	2
M/T Ocean Dignity	O. Sukhodoev	A. Shumkov	-	PSC	Salvador	20/07/2017	0	0,9
M/T Malbec	A. Gavrilenko	I. Dolgopolov	-	Flag	Koper	13/06/2017	0	2
M/T Malbec	A. Gavrilenko	S. Kochnev	G. Karavias	Vetting	Rotterdam	27/05/2017	3	3,5

Boiling Water Sprays Engineer

While at sea, it was discovered that the economiser circulation pumps were leaking. In order to rectify the problem the main engine was stopped. The economiser inlet and outlet valves and the boiler circulation inlet and outlet valves were closed, while the economiser drain valve was opened.
Once the economiser was empty, the economiser safety valve was dismantled, among others, and work started to correct the defect. After corrective action was taken, the boiler circulation pump was being re-installed when the engineer received hot water on his face, neck, chest and left arm. The boiler operates at 9-12 bar with water heated to 160-175 degrees Celsius.

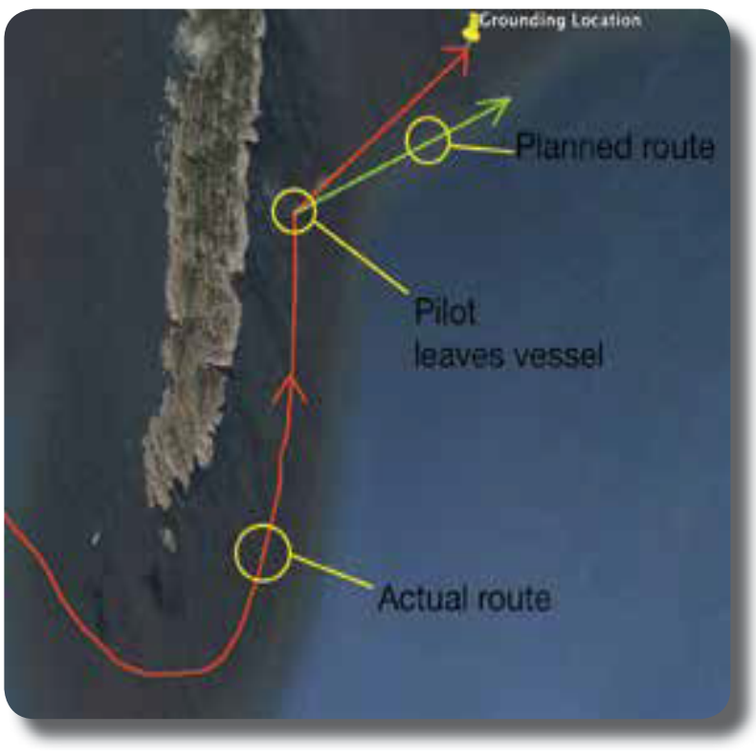
Lessons learned
- Always adopt a lock-out, tag-out procedure that will ensure risks are acceptable. In this case the barrier between the crew member and the hazard was not 100% secured.
- Every task that presents risks should be documented in a procedure.
- Always wear appropriate personal protective equipment (PPE) when undertaking a task.

Source: MARS

Vessel Grounds on Reef at 10 knots

Edited from Swedish Accident Investigation Authority official report no. RS 2016:10e

Outbound in the darkness of early morning, with strong westerly winds and seas, it was decided to disembark the pilot on the eastern shore of a peninsula that would offer a good lee for the pilot transfer operation. Just before disembarking the pilot instructed the Master to steer 045° when he disembarked to shelter the pilot boat on the leeward side of the vessel. The pilot did not inform the Master of the new heading the vessel should steer once he had disembarked, although this was self evident from the vessel's position and planned route.



The OOW accompanied the pilot down to the pilot ladder while the Master was left alone on the bridge. Shortly after the pilot had embarked the pilot boat it was noticed that the vessel had not made the necessary turn to starboard and was instead continuing on a northeasterly heading. The pilot boat issued a warning that the vessel should turn immediately to starboard and come onto an easterly heading. The vessel responded that they intended to turn to 060° but the pilot

boat again warned them to come to 'heading 090°'. The vessel repeated 'OK 090°' and the pilot boat then set a course north towards shore.

The vessel turned to a heading of 067° and then, some minutes later, grounded hard at a speed of nearly 10 knots on a known and charted reef.
The vessel suffered severe damage to the bottom of her hull and tank top, including her frame and bottom beams and girders. Damage was so severe that following re-floating and temporary reinforcement work in port lasting several weeks the vessel was considered a total loss; the vessel was towed to a nearby shipyard and scrapped.

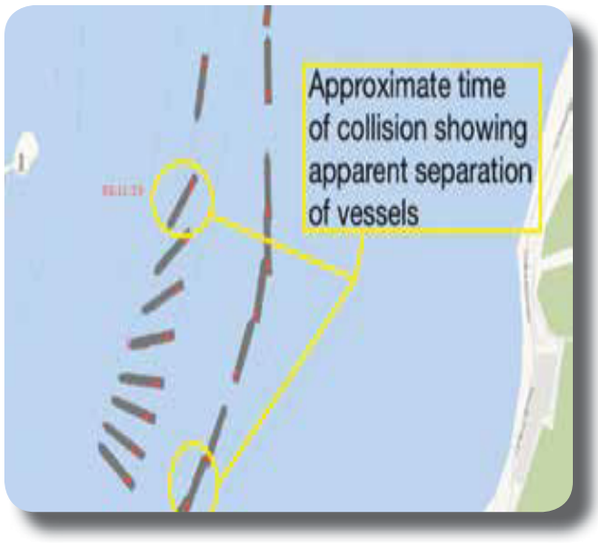
Lessons learned
• When navigating near land, reefs and other dangers, the top priority is knowing your position and your course made good versus the navigational dangers.
• If you are unsure of your position, slow down or stop. *Source: MARS*

Mystery Collision Reveals GPS anomaly

Edited from official BSU (Germany) report 276-14

In the early morning darkness and in good visibility two small cargo vessels were navigating within the confines of a river port. One was outbound, the other inbound, and both were under self-pilotage. Both vessels were equipped with the same electronic chart by a reputable equipment manufacturer. As the vessels approached their meeting point at a bend in the waterway, some crew on the inbound vessel's foredeck reportedly saw, at close range, the masthead lights and red sidelight of an oncoming vessel that appeared to be quickly closing on a collision course.
The crew members on the inbound vessel had only enough time to run for cover before a glancing collision occurred. The investigation uncovered that both electronic charts showed that the vessels had never made contact and were separated by a reasonable distance. Yet, incontestably, a collision had occurred.
The investigation was unable to arrive at a definitive explanation for the apparent separation of the vessels as presented on the respective ENCs versus their true positions. There appears to have been some sort of GPS anomaly or signal shadowing.

Lessons learned
• Electronic navigation charts greatly increase the situational awareness of the bridge team, but ENCs must not be relied upon exclusively for positioning or collision avoidance.
• Keep double-checking your position and targets with other instruments and, especially in pilotage waters, be sure to look out of the front window. *Source: MARS*



Collision at Anchorage

A tanker (shown in black on the diagram below) was at anchor outside a traffic separation scheme (TSS) awaiting instructions.

The OOW noticed another tanker (shown in red on the diagram) at 1.7nm making about 5 knots and approaching for pilot boarding. He monitored the movement of the red tanker. When the vessel was 1.0nm away he made contact and asked about their intentions. They replied that they would be altering to starboard. A few minutes later the OOW of the black tanker contacted the local vessel traffic services (VTS) to inform them of the situation, which he considered worrisome.

The VTS then called the red tanker telling them to keep clear of the anchored black tanker. Personnel on the red tanker replied that they were altering to starboard. Over the course of the next few minutes both the OOW of the anchored black tanker and the VTS made repeated warnings to the approaching red tanker. The OOW of the black tanker realised that the approaching vessel was still on a collision course so he called the Master.

The Master raised the general alarm and made an announcement to all crew members to take precautions and stay clear of the starboard side of the vessel. Engines were on standby so the Master gave half ahead and put the wheel hard to starboard about one minute before contact to try and reduce the consequences of the now impending collision.

Lessons learned

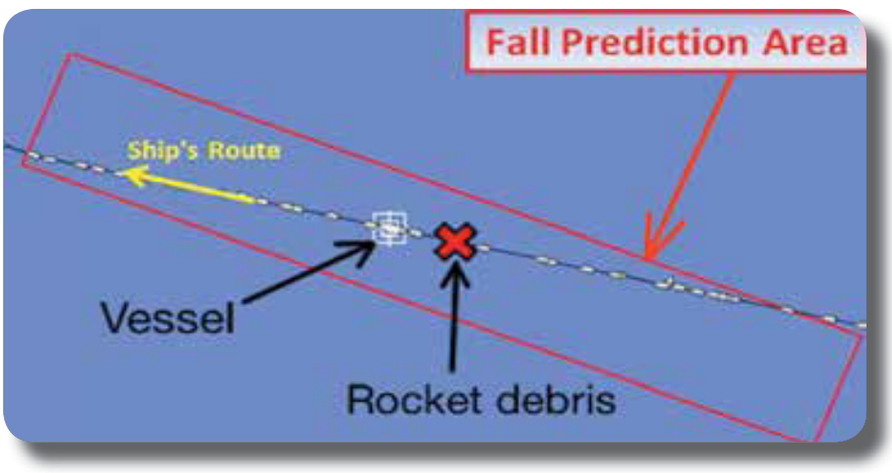
- Being in a secure anchorage does not mean one should lower one's vigilance. Always keep a good lookout, as did the team on the black tanker.
- If a collision is imminent, raise the alarm and make an announcement.

Source: MARS

Rocket Debris Falls Close to Ship

A car carrier, far from land, was making way towards its destination.
Suddenly, parts of a previously launched rocket fell into the water quite close to the vessel. After investigation it was found that the rocket debris 'fall prediction area' had been published in a NAVAREA message.
Unfortunately, the ship's crew had neglected to position the area on the chart and were unaware they were running into danger.

Source: MARS



Collision while both OOWs sitting in their Chairs

As edited from UK Marine Accident Investigation Branch (MAIB) official report 27-2016

A small oil bunker barge was loaded and underway. Manned only by the Master and a deckhand, the vessel was proceeding on autopilot at 9.5 knots with the Master on the bridge. He observed several AIS targets on the vessel's ECS display and noted the nearest CPA was predicted to be one nautical mile. He adjusted the autopilot to 350° and then left the bridge. Once on the stern deck he noticed a general cargo vessel approaching from astern but was neither surprised nor alarmed. Soon after, he returned to the bridge and sat on a chair on the port side of the wheelhouse.

Meanwhile, the general cargo vessel was approaching the barge's port side at a speed of 14.5 knots with the autopilot set to 034°. The OOW was sitting in the bridge chair on the starboard side of the bridge.

There was good visibility and smooth seas. After about eight minutes, with each OOW sitting in their respective chairs, the cargo vessel's bow struck the bunker barge's port side. The bunker barge was driven sideways and within seconds had heeled over 90º to starboard. Seawater rushed into its bridge, accommodation areas and engine room through the vessel's open weathertight doors.

The Master escaped from the flooded bridge through an open window; meanwhile, the deckhand, who was in the mess room, was fully submerged in seawater. About 15 seconds later the barge broke free, rolled back upright and passed down the cargo vessel's port side.

As the barge came upright, the Master found himself clinging to the bridge roof. The deckhand was washed out of the mess room and over the ship's side as the floodwater rushed back out though the open door.

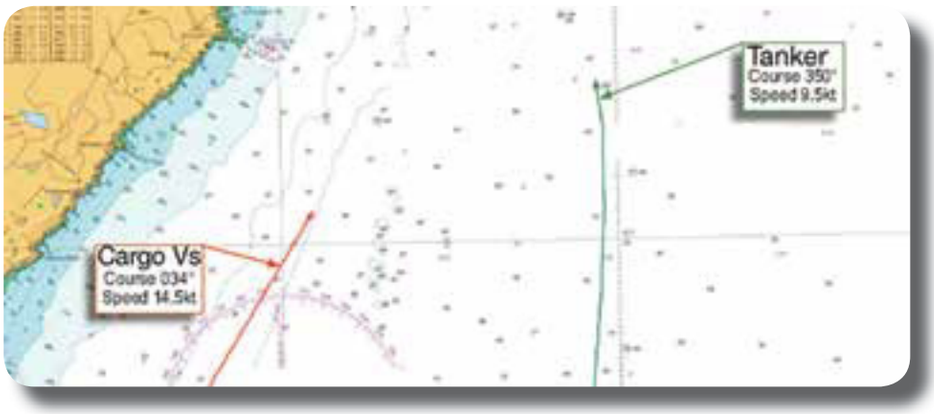
He grabbed hold of the top edge of the bulwark to prevent himself being swept completely overboard. Soon the deckhand was able to climb back over the bulwark onto the vessel's upper deck.

The barge, in danger of sinking, was eventually towed to a nearby port. Some of the findings of the official report include:

• A proper lookout was not being kept on either vessel.

• Complacency and poor watchkeeping practices were systemic on board the cargo vessel. A lack of mentorship and direction from the vessel's Master contributed to this situation.

• Lone watchkeeping was a normal practice for both vessels. The risks associated with this had not been properly assessed.



• The bunker barge's crew did not have the competence necessary to operate a small coastal tanker; the vessel was also not provided with an effective safety management system.

Editor's note: As noted in past MARS reports, the wheelhouse chair can be an OOW's worst enemy.

Source: MARS

H2S Seeps into Cargo Control Room

The tanker was discharging a cargo of Maya crude oil when the cargo officer noticed a suspicious gas smell inside the cargo control room (CCR). He immediately took gas measurements and informed the Master. The gas measurements showed zero hydrocarbons but about 2ppm of hydrogen sulphide (H2S). Immediate action was undertaken to investigate the cause and source of the H2S infiltration.

It was soon discovered that the source was a relief air pipe located in the CCR console. An automatic unloading system was being used for the stripping work. A damaged O-ring in the system's gas extraction valve, located in the pump-room, had allowed the infiltration of the H2S. The cargo vapours passed through the valve's seat and piston, into the air pipe and subsequently to the CCR through the relief system.

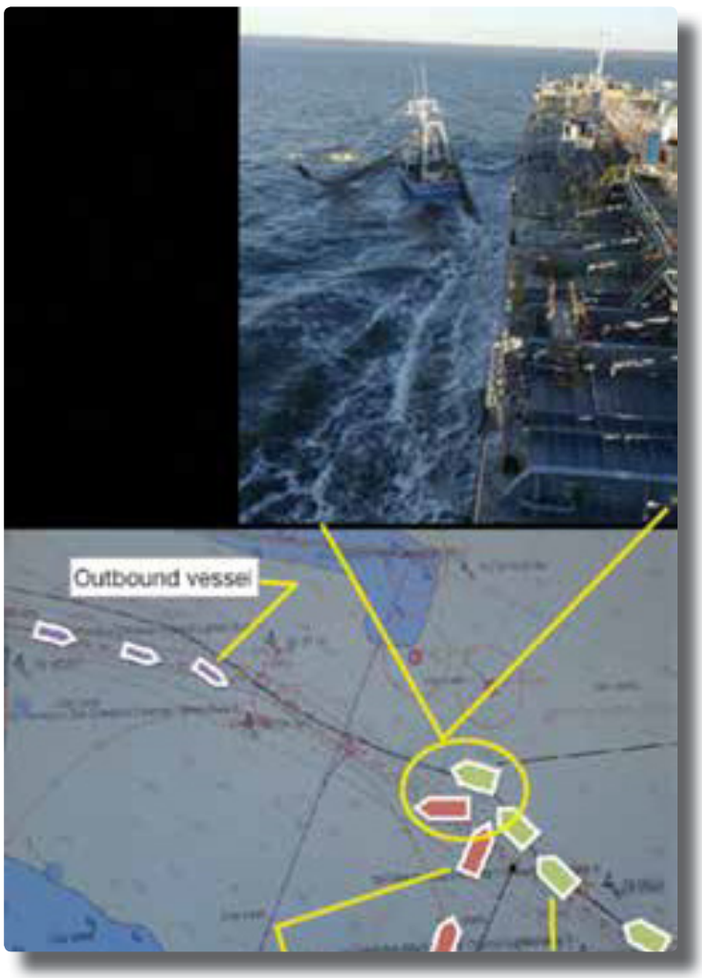
The investigation found:

• The relief air pipe of the system terminated in the CCR console and therefore any potential failure of the system would allow gases into the CCR space.

• There was no secondary installation or fitting to prevent the release of gases into the CCR.

Source: MARS

Expect the Unexpected



An inbound tanker was proceeding under pilotage in a restricted waterway. There was an outbound container vessel in the channel ahead of the tanker.

The bridge team observed a fishing trawler four points on the port bow at a distance of 1.0 nm. The trawler was not engaged in trawling and was making 8 knots over ground. Initially it was ascertained that the trawler would cross astern of the tanker with a clearance of about 0.5 miles, so no action was taken by the Master and pilot.

At the point where the container vessel had approached to within approximately 0.6 nm of the tanker, the fishing trawler altered course to port without notice. It was now attempting to cross ahead of the inbound tanker.

The pilot on the tanker cautioned the trawler over VHF and repeatedly sounded the ship's whistle to attract attention. On seeing no change in the aspect of the fishing trawler, the Master, in consultation with the pilot, altered ship's course to starboard and reduced speed to half ahead.

The pilot on the outbound container vessel was also concerned with the conduct of the trawler and sounded several short blasts on his ship's whistle. At the last minute the fishing trawler turned to port to avoid collision, but it came close enough to the tanker to cause a minor contact.

Lessons learned

- Never assume a situation is 'set in stone'. Be alert and expect the unexpected.
- Remain engaged with the pilot, as did the bridge team on the tanker in this report.

Source: MARS

Automatic Shutdown of Main Engine

An outbound tanker was transiting a restricted area at the port entrance. Suddenly, the main engine shut down. The Master quickly ordered the forward manoeuvring station to let go the starboard anchor. Meanwhile, the pilot ordered the escort tug to assist the ship while the Master ordered the port anchor dropped in sequence.

In spite of the actions of the crew and pilot, the vessel made contact with several channel markers before the main engine could be restarted and the tug made fast.

An investigation of the incident revealed that the oil mist detector had shut down the main engine due to a false detection of oil mist in the crankcase. The system was configured to allow only one second between the detection of oil mist (or other anomaly) and a shutdown.

No human intervention was possible.

Lessons learned

- While automation is desirable for safety, so too is the possibility of human intervention if needed.
- Current class rules allow automation systems to be manually overridden (except in cases where manual intervention will result in a total failure of the main engine, for example in case of over speed), given a manned engine room and alarms advising of the override.
- Certain models of oil mist detectors can be programmed with varying delays for shutdown such that when navigating in restricted waters the delay before shutdown is longer than when in open sea, thus giving time for emergency action.

Source: MARS

Earth Fault Means Trouble

In the early evening hours the fire alarm sounded showing an alarm on B deck. Smoke was also reported on the port side of B deck. The fire source was localised in a cabin and first attempts to extinguish it with portable extinguishers were inconclusive. Meantime, emergency teams were mustered. Crew donned fire suits and breathing apparatus (BA) sets to attack the fire, while boundary cooling was started from outside the cabin bulkhead. The fire was extinguished, but thick smoke was still prevalent.
Boundary cooling was continued for the next 30-45 minutes while bulkhead temperatures were continuously monitored. It was observed that the ceiling tube light in the cabin along with all fittings appeared to be the most severely burnt area, so was possibly the origin of the fire.
Upon closer inspection it was found that molten plastic from the ceiling light had probably ignited the chair and other objects below the light.
Further investigation found the alarm logs in the engine room had recorded a low insulation alarm 10 minutes before the fire had started.
This earth fault was probably the first indicator of the light fixture deficiency that started the fire.

Lessons learned
• Earth fault alarms should be investigated as they occur and the ship searched for any unusual activity. vessel B was now 3 nm with a CPA of only 490m. Once on a heading of 050° the Master ordered 'Steady'. About this time the CO called vessel B on VHF radio and agreed to a port-to-port meeting, although the communication was hampered by language difficulties and ambiguous statements. Soon after the Master of vessel A ordered a course of 060°.
A few minutes later vessel B started turning to port, instead of turning to starboard as was expected for a port-to-port passing. The Master on vessel A ordered 070° and then 080°. Shortly thereafter a green light was spotted ahead and they felt the vibration of an impact. The engine was stopped and the alarm sounded. Once the vessels disengaged, vessel B sank while vessel A had water ingress into its forepeak tank. Since the vessels were close to shore the local coast guard rendered assistance to the crew of vessel B who had abandoned into a life raft. *Source: MARS*

Mooring rope caught in thruster

A chemical tanker in ballast was unmooring from a river berth with a strong current. The forward breast lines had been simultaneously let go ashore but were still in the water and being winched on board.
Suddenly the bow thruster stopped functioning. This event did not affect the manoeuvre and the unmooring was safely completed. It was discovered that one of the forward breast lines floating on the water surface had become caught in the thruster's propeller. This caused an overload on the thruster which then ceased functioning. The mooring rope was successfully removed some days later by divers.

Lessons learned
• Always be aware of mooring ropes in the water and their proximity to thrusters.
• If possible, single up lines first so that the number of lines to be retrieved from the water at the moment of leaving the berth is reduced.
• Clear, concise communication between the bridge team and the mooring crew is a necessary component in safe berthing and de-berthing operations. Steep stairs require both hands *Source: MARS*

Steep Stairs Require Both Hands

Edited from Marine Safety Forum Safety Alert 16-23

A crew member left the bridge and was making his way down the external stairway to the boat deck. During his descent he fell down the stairs to the deck below, fracturing his left forearm.

On investigation, it was determined that the stairs were in good condition and had been fitted with grips. The victim was wearing all appropriate PPE including his safety footwear, which was in good condition.

The victim stated he was using the 'trailing hand technique' while transiting the stairs, although he had a radio in one hand. There were no radio sling/holsters onboard.

Lessons learned

- Even the best defences (in this case good PPE and stairs with grips) are not always sufficient to compensate for inadequate technique.
- Transiting steep stairs calls for using both hands on the railings; put yourself first!

Source: MARS

Never too Junior to 'Stop Job'

Edited from Marine Safety Alert 16-25

A recently qualified crew member was on his first trip as 3rd engineer and had only a few days experience as the sole engineer of the watch (EOW). Keen to clear the outstanding planned maintenance, he asked the engine room cadet to complete the job of topping up the cooling system on one of the four main engines. This was a job the cadet had previously done, but only on an engine that was not running. In this instance, the engine was running and on-line.

The engine had both a lower and upper temperature header tank and both required topping up. As the cadet removed the cap from the upper temperature header tank, water at 90˚C and 7 psi was released spraying across both of his forearms. First aid was quickly administered but the mishap resulted in 2nd degree burns to both of his arms. The vessel diverted to a nearby port and the cadet was released to the local hospital before he was repatriated home.

Lessons learned

- When you are new to a job, don't hesitate to ask superiors for their input before undertaking a task.
- Before undertaking a task, do a running risk assessment. Ask yourself, 'What could go wrong?'
- Never carry out maintenance on running or standby machinery. Do the lock-out tag-out (LOTO) procedure first.
- All crew, irrespective of their rank, have the same authority and responsibility to stop a job if they are unsure of safety.

Source: MARS

Lessons Learnt

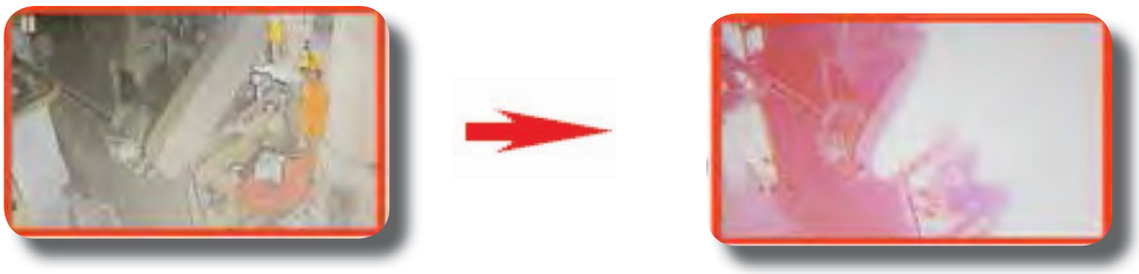
Incinerator Burns

Two engine room crew members were tasked with loading the incinerator. Although the incinerator was not in operation at the time, it had recently been used and was still hot. One crew member opened the incinerator door and deposited some articles that contained oily waste into the incinerator. The oily waste ignited in a flash fire and the two crew members received severe burns to their faces. The victims were sent ashore for medical treatment.

Lessons learned

- Before opening the furnace door for either cleaning or putting in garbage and/or oily waste, it must be confirmed whether unburnt sludge and/or embers remain, using the sight glass and furnace temperature indicator. Never open the door if it is still hot or smouldering.
- Before opening the furnace door always wear proper PPE, as shown right. Anticipate the possibility of a flash fire. Proper PPE includes full face shield, long sleeves and heat resistant gloves.

Source: MARS



PPE is not always appropriate

PPE such as gloves can be a very important factor in preventing workplace injuries but should be worn only when it is appropriate for the task being performed. Workplace policies and procedures should specify where and when PPE is appropriate.

When employees are using rotating machinery, regulations should specify that all clothes should fit snugly, long hair should be tied back and gloves should not be permitted. If the situation requires gloves for some other environmental reason (sharp edges, chemicals or temperature concerns), gloves should be tight and form-fitting, and of a variety specifically chosen to reduce the risks of entanglement. However, this is a last resort, and if possible no gloves should be worn around rotating machinery.

The risks of wearing gloves when using rotating machinery cannot be overstated. To minimize risks to staff, employers need to closely examine their policies regarding this issue and recognize situations in which protective equipment is actually dangerous.

Bunker fuel Contamination of Cargo

This vessel was loading a bulk cargo in two of the vessel's lower holds. During the loading operation, the vessel bunkered 500 MT of HFO into no.'s 2 port and starboard fuel oil side tanks. Shortly after the completion of bunkering operations, the Chief Engineer (C/E) noticed the level of no.2 port fuel oil tank was decreasing from observation of the remote gauging system. Upon investigation, the C/E found a large quantity of fuel oil in no.3 cargo hold ladder trunk and immediate measures were taken to transfer fuel from no.2 port to other bunker tanks. It was calculated that about 60 MT of fuel had leaked into no.3 cargo hold containing about 2,200 MT of cargo. Further investigation revealed that the oil was leaking from an inadequately secured tank access cover. Approximately 200 MT of cargo was contaminated, which was segregated, packed in bags and discharged.

Analysis

The vessel was a new building and it was the first time that no.2 port fuel oil tank had been filled since departing the shipyard. It was apparent that one of the tank access lids had not been properly closed at the time of delivery as a large number of securing nuts were found to be slack after the incident. Although the damaged cargo was sold to a local salvage buyer at a depreciated value, a very large amount of time and expense was consumed in handling and storing the damaged cargo as well as in thoroughly cleaning the contaminated cargo holds.

Lessons Learnt

• The first voyage of a vessel after delivery from the builders is critical and very often the time when shipyard deficiencies are discovered, sometimes with serious consequences
• Prior to taking delivery from builders, the water/oil tight integrity of tanks must be tested and confirmed by Owners representatives
• The failure to ensure that bunker and ballast tank access lids in way of the cargo hold boundaries are tight before commencement of the voyage may render the vessel unseaworthy. In the event of a claim, the Owners ability to rely on customary Hague Visby Rule rights and immunities will be prejudiced. *Source: MARS*

Collision while Leaving Anchorage

Edited from Dutch Safety Board official report, February 2017

A general cargo vessel had to go to anchor near the arrival port, as the berth was unavailable. The winds were strong at force seven with gusts of force eight. Not long after anchoring in the northwestern corner of the anchorage, the vessel began to drag anchor under the influence of the strong winds and a current near two knots. The vessel exited the anchorage and was dragging its anchor into the nearby traffic lane. The Master weighed anchor and repositioned the vessel in the anchorage once again, this time in the southwestern corner, 0.8nm from a tanker already at anchor. This distance is typical for such a busy anchorage.
In the ensuing hours, each of these vessels dragged anchor in a northeast direction, becoming closer to each other. Eventually, the Master of the tanker decided it was prudent to heave anchor. Once the anchor was on board the vessel was swung to port towards the general cargo vessel with the intention of sailing clear. Because the tanker was in ballast and had hardly any speed, manoeuvring was hampered and the vessel's movement was greatly affected by the strong wind and current, now acting fully on the vessel's starboard side. The tanker was driven into the bow of the general cargo vessel - which was still anchored, but dragging - causing major damage to both vessels.

Lessons learned
• Vessels proceeding at low speeds, especially those in ballast condition, are greatly affected by wind and current.
• By stemming forces acting on your vessel you can maintain better control at low speeds.

Source: MARS

Damage to the general cargo vessel

New Rules

Global Fuel Sulphur Cup 0.5% in 2020

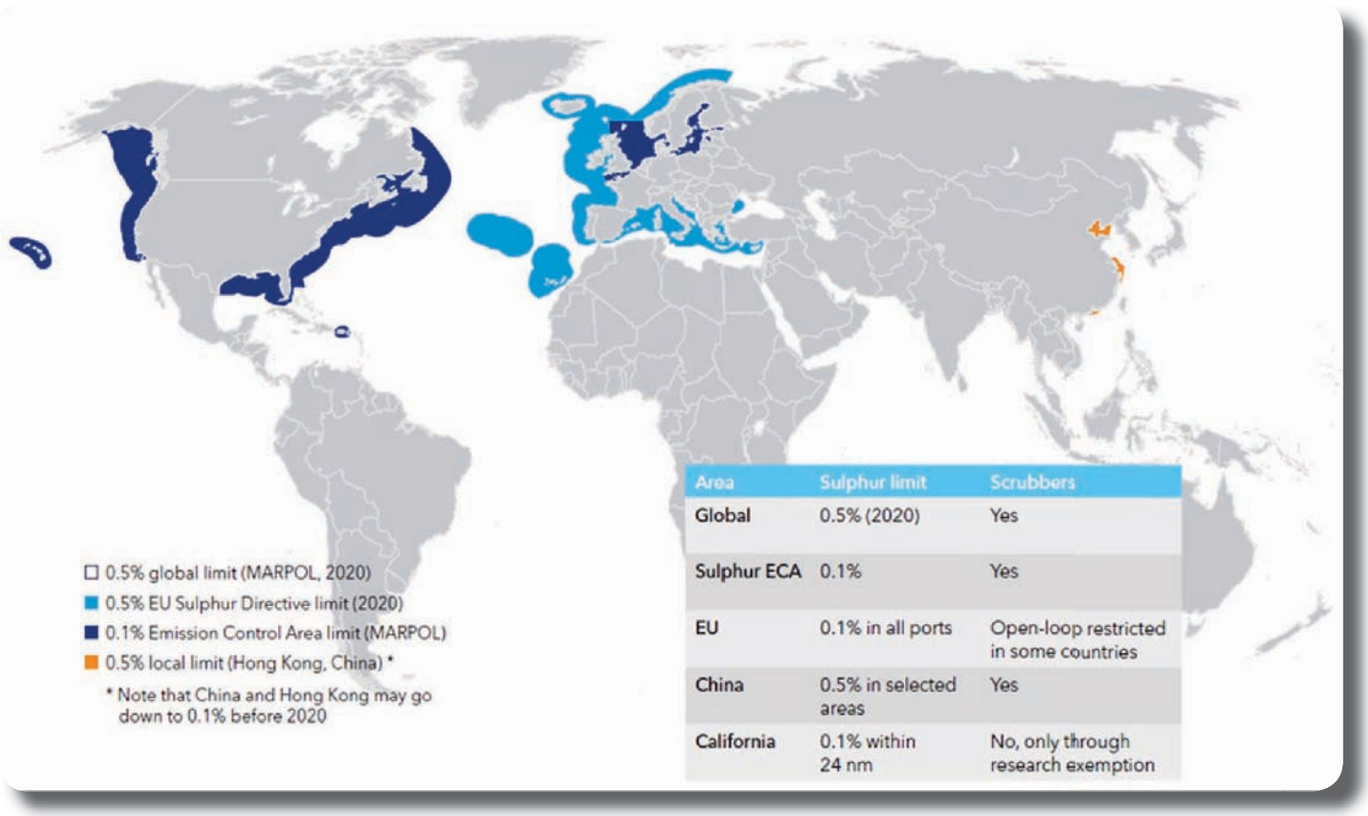
After a review of the outlook of the availability of compliant low sulphur fuel oil in 2020, the IMO has decided that the global fuel sulphur limit of 0.5% should enter into force in 2020. This requirement is in addition to the 0.1% sulphur limit in the North American, US Caribbean, North Sea and Baltic Emission Control Areas (SECA).

A complicating factor is the regional and local regulations, which in some cases stipulate stricter requirements and in others, prohibit certain compli-ance options.

The European Union Sulphur Directive stipulates a maximum 0.5% sulphur content for ships in all EU waters by 2020, and a 0.1% limit in ports. In certain EU countries, it should also be noted that the Water Framework Directive is putting constraints on the discharge of scrubber water. Belgium and Germany have in essence prohibited the discharge of scrubber water in most areas, severely constraining the opera-tion of open-loop scrubbers. Other EU countries are following suit to a lesser or greater degree, with no common EU practice likely to be agreed.

Currently Hong Kong has a 0.5% sulphur limit for ves-sels at berth. China has recently published regulations for domestic SECA-like requirements in the sea areas outside Hong Kong/ Guangzhou and Shanghai, and in the Bohai Sea. China is taking a staged approach, ini-tially requiring maximum 0.5% sulphur content in fuel burned in key ports in these areas, gradually expand-ing the coverage, and culminating in applying the requirements to fuel used in the sea areas from 2019 onward. There is the possibility that the requirement will be tightened to 0.1% in 2020, and that a formal ECA application may be made to IMO.

California's Air Resources Board (ARB) enforces a 0.1% sulphur limit within 24 nautical miles of the Californian coast. The regulation does not allow any other compliance options than low sulphur marine gas or diesel oil (DMA or DMB). A temporary research exemption may be granted allowing the use of a scrubber. The application has to be sent before en-tering Californian waters. A sunset review is expected in 2018 which may conclude that the ECA regulations are sufficient.



Area	Sulphur limit	Scrubbers
Global	0.5% (2020)	Yes
Sulphur ECA	0.1%	Yes
EU	0.1% in all ports	Open-loop restricted in some countries
China	0.5% in selected areas	Yes
California	0.1% within 24 nm	No, only through research exemption

Chinese ECAs as of 2017

Dear Master,

Further to our previous circulars regarding the Chinese ECAs, i.e. ALL-ISM-16-316, ALL-ISM-15-248, ID/CIR-ISM-16-569 - China ECAs Update, dated 11May16, ID/CIR-ISM-16-651 - Emission Control areas in China updates dated 19Aug16, we would like to inform you that:

1. From 01Jan17 onwards the requirement to use fuel Oil with a Sulfur content not exceeding 0.5%MM when at berth, has been extended to the ports of Tianjin, Qinhuangdao, Tangshan,
Huangshan, Huanghua, Guangzhu and Zhuhai.
So, together with Shenzhen port, which was added to ECA, as of 01Oct16, this brings the number of the Key ports in the Chinese ECA to eleven.
2. The time table for implementing the low Sulfur fuel in Chinese ECAs, is as follows:

Time	Sulfur content requirement	Applicable Area	Time period
From 01.04.2016	≤0.5%m/m	Key ports in Yangtze Delta ECA, including Shanghai, Ningbo, Zhoushan, Suzhou, Nantong;	Berthing period excluding one hour after berthing and one hour before departure;
From 01.10.2016	≤0.5%m/m	Shenzhen Port	Berthing period excluding one hour after berthing and one hour before departure;
From 01.01.2017	≤0.5%m/m	All Key ports with three ECAs, including Tianjin, Qinhuangdao, Tangshan, Huanghua, Shenzhen, Guangzhou, Zhuhai, Shanghai, Ningbo-Zhoushan, Suzhou and Nantong	Berthing period excluding one hour after berthing and one hour before departure;
From 01.01.2018	≤0.5%m/m	All ports within ECAs	Whole berthing period
From 01.01.2019	≤0.5%m/m	Whole area of ECAs	Whole period when the ship is in the ECAs

Please also note that:
1. Fuel switching in port will be carried out in accordance with the poster 82 and FOM02 para 4.8.11 and 4.8.13.
3. M/E and D/G's and Boiler on emtering port and for one hour aftre last line fast may run on HFO 3.5pctSulphur but considering that there is not clear information as to whether the ULSFO consumption is required when the vessel is at anchor and even during her shifting from anchorage to Berth, we strongly recommend that, regional recommendations to be examined / evaluated in advance and prior vessel's arrival in the area, through ship's local agents and/or port authorities.
Prior calling above mentioned China waters and during the voyage planning stage, Master and etOpd should liaise with Agent to verify the applicable rules at the earliest possible, in order
to prepare and agree for a bunkering plan and quantities of LSFO need to be supplied.
Considering that the Local Authorities may inspect the vessel for verifying compliance with the regulations, records must be always available for change over procedures' timing in Bridge and E/R
Log books and fuel samples must be kept on board as appropriate in order to avoid delays and penalties imposition.

Kindly discuss the here in mentioned with your Crew, and keep the records in HSQE Committee Meeting, for CP06-10 section 10 various.
We will keep you closely updated in case of any further amendment.

New Rules

Ballast Water Treatment

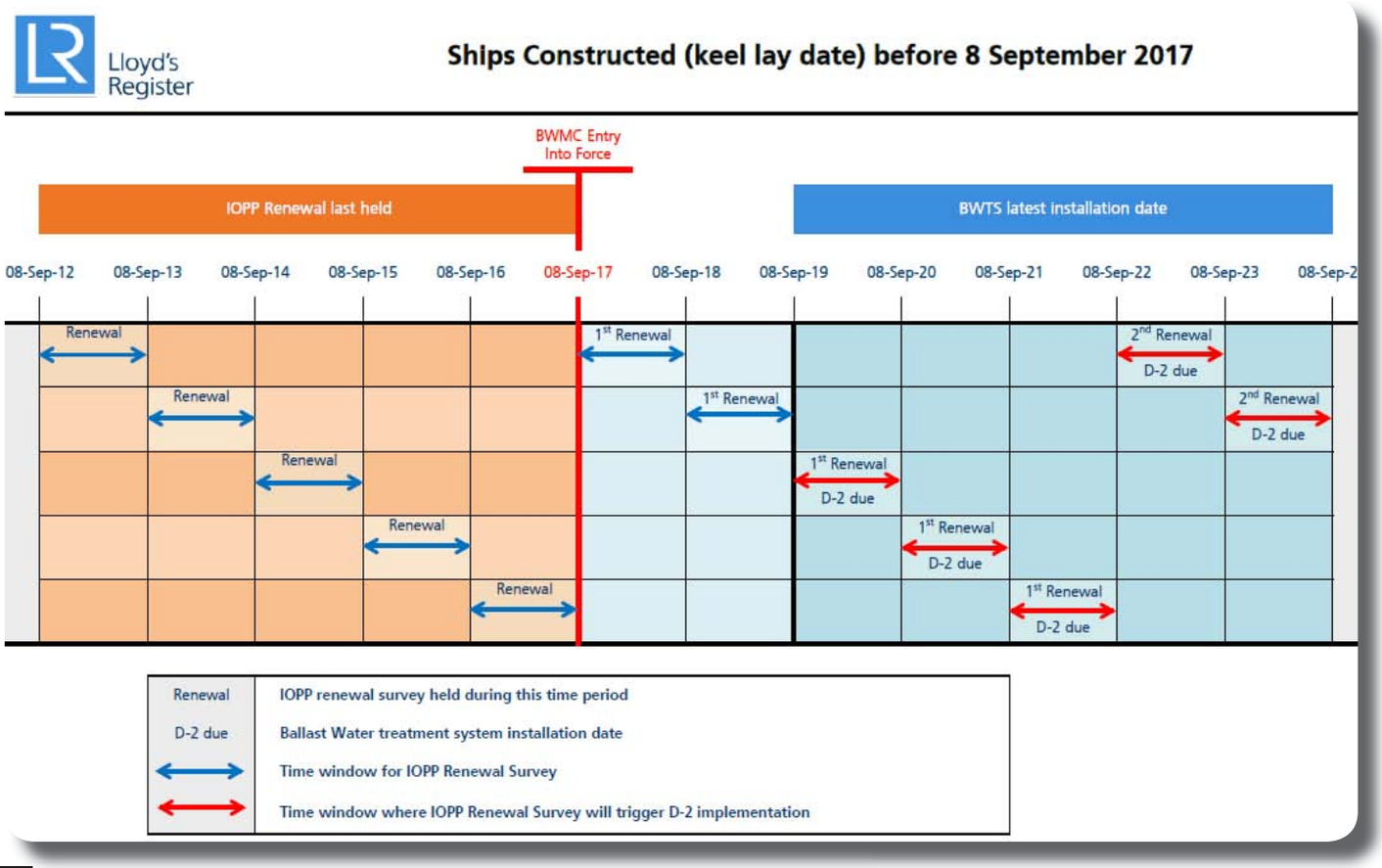
Ballast water Treatment: MEPC 71 have agreed on 07July2017 amendments to implement a new schedule for the D-2 requirements (i.e. ballast water treatment) for existing ships. The amendments delay the treatment system mandatory installation schedule for two years after entry into force of the Convention, giving vessels 2 to 7 years from entry into force before needing to fit a treatment system, depending on their IOPP renewal survey dates.

Ships, constructed (keel lay date) before 8 September 2017, are required to be fitted with a ballast water treatment system:

1) No later than the first IOPP renewal survey on or after 8 September 2017. Providing that this survey takes place on or after 8 September 2019; or that the vessel has undertaken an IOPP renewal survey on or after 8 September 2014 but prior to 8 September 2017.

2) No later than the second IOPP renewal survey on or after 8 September 2017. Providing that the first IOPP renewal survey on or after 8 September 2017 takes place before 8 September 2019, and the vessel has not undertaken an IOPP renewal survey on or after 8 September 2014 but prior to 8 September 2017.

Roxana's Fleet Due Dates:
ARAMON original due 10-Jan-2020 ---> de-harmonization July/Aug2017---> new due July/Aug 2022
ALIGOTE original due 17-Mar-2020 ---> de-harmonization July/Aug2017 ---> new due July/Aug 2022
ALTESSE original due 26-Jul-2020 ---> de-harmonization July/Aug2017---> new due July/Aug 2022
ATHIRI original due 27-Sep-2020 ---> de-harmonization July/Aug2017---> new due July/Aug 2022
O. SPIRIT original due 28-Nov-2020 ---> de-harmonization July/Aug2017---> new due July/Aug 2022
O. DIGNITY original due 24-Sep-2021 ---> de-harmonization July/Aug2017---> new due July/Aug 2022
MALBEC due --->15-Jan-2023
MIRACLE due ---> 27-Feb-2023
ASPROUDA due ---> 11-Mar-2023
MELODY due----> 14-Apr-2023
MARVEL due ---> 17-Jun-2023
MAGIC STAR due ---> 10-Mar-2024



Shipping MRV Monitoring Plan Approval

Shipping companies are expected to submit a monitoring plan to their verifier for approval by August 2017 for each ship above 5000 GT visiting EU ports.
By 31 August 2017, shipping companies shall submit to their verifier a monitoring plan (MP) describing the method chosen to monitor and report emissions and other relevant information for each of their ships above 5000 GT visiting EU ports (Art. 6 of the Shipping MRV Regulation).
The MP consists of a complete and transparent documentation of the monitoring methodology of a specific ship and shall contain at least the elements listed in Art. 6 §3.
Shipping companies shall use standardised MP based on templates established by the European Commission (Art. 6 §4).
The first task of the verifier will be to assess the conformity of the MP with the requirements laid down in Art. 6 and 7.
Where the assessment contains recommendations necessary to be incorporated within a MP, the shipping company shall revise its MP before the reporting period starts.
A project is launched in our company and as soon as the standardized MP template and reporting format are published same will be incorporated in the existing SEEMP, as an operational measure.

ER FO Sampling Points

As per our circular ID/ALL-ISM-16-347 - USCG Voluntary Fuel Oil Sampling Program dated 01Apr2016 our company is willing to participate in the voluntary program of USCG and if asked provide FO from samples from ship's fuel service system in ER.

As per our circular ID/ALL-ISM-15-256 dated 21Dec2015 and ID/ALL-ISM-15-196 dated 18Sep2015 on EU Decision 2015-253 in force by 1st January 2016, EU PSC officers are entitled to check the sulphur content of fuel being used on board by analyzing a fuel spot sample drawn from the ship's fuel service system or by analyzing the relevant sealed bunker samples onboard or both.

In view of the above and have reviewed all Flag and class applicable rules, the makers and vessels proposals for the fuel sampling points, the following fuel sampling positions of M/E, D/Gs and Aux. Boiler are assigned for your good vessel:
1. Before Main Engine, fuel piping spare plug (see attached drawing S4 and photo)
2. Before Diesel Generator, fuel piping spare plug (see attached drawing S4 and photo)
3. Before Aux. Boiler Pressure gauge directly before main burner (see attached drawing S5 and photo)

In this respect, kindly proceed with:
1. Requisition for 1 pcs isolating valve and 1 pc self-closing cock that should be installed in series to above mentioned M/E fuel piping spare plug, revert with requisition.
2. Requisition for 3 pcs isolating valves and 3 pc self-closing cocks that should be installed in series to above mentioned D/Gs fuel piping spare plug, revert with requisition.
3. Requisition for 1 pcs isolating valve and 1 pc self-closing cock that should be installed in series to above mentioned Aux. Boiler fuel piping location, revert with requisition.
4. Suitable labeling of the above appointed fuel sampling points as per boiler foto, and revert with photos.

Please also note following guidance and precautions for the proper fuel sampling in engine room:

-Before taking a fuel sample from the sampling point the fuel change-over procedures should have been completed, then pipe flushing and adequate draining of the sampling valve must be performed with care, to ensure that the sample to be taken is representative of the fuel quality
-Only appropriate bottles with seals are to be used for taking fuel samples.
-Sampling points are at locations within the oil fuel system that enable samples of oil fuel to be taken in a safe manner.
-Sampling points are located in positions as far removed as possible from any heated surface or electrical equipment so as to preclude impingement of oil fuel onto such surfaces on equipment under all operating conditions.
- FOM 10 'Maintenance' section 10, paragraph 4 will be revised with the fuel system sampling procedures in engine room by the next DMS revision.

Therefore whenever an EU PSC officer is requesting a fuel sampling in engine room as per EU Decision 2015-253, or an USCG PSC officer is requesting fuel system sampling in engine room per USCG Voluntary Fuel Oil Sampling Program, the above mentioned sampling points and procedures are applicable.

Human Resources Management

Familiarization, Roxana Shipping 01 May - 31 Aug 17

Name	Rank	Vessel	Join Date	Photo
Dolgopolov Igor	Master	MBC	15/05/2017	
Syrov Andrey	Ch/off	ADA	31/05/2017	
Svistunov Evgenii	Ch/eng	ADA	31/05/2017	
Selifontov Boris	Ch/eng	MGC	14/06/2017	
Siniavskii Vasilii	Master	SPR	15/06/2017	
Simonov Sergey	Master	ATH	17/07/2017	
Salavatov Arslan	Ch/off	ARN	27/08/2017	

Promotions, Roxana Shipping 01 May - 31 Aug 17

Name	Rank	Promotion Date	Photo
Kobelev Maksim	3rd/Off	18/05/2017	
Galaida Denis	3rd/Off	28/05/2017	
Brezgin Alexander	3rd/Off	30/06/2017	
Selifontov Boris	Ch/Eng	23/06/2017	
Bacharnikov Sergei	3rd/Eng	02/07/2017	
Dyshliuk Artem	Junior 4th/Eng	08/05/2017	
Strom Vladislav	A/B	03/05/2017	
Malenko Andrei	O/S	20/05/2017	
Guzeev Anatolii	O/S	18/05/2017	

Promotions, Roxana Shipping 01 May - 31 Aug 17 (Continued)

Name	Rank	Promotion Date	Photo
Gontar Aleksei	O/S	21/06/2017	
Gridasov Aleksei	Wiper	23/07/2017	

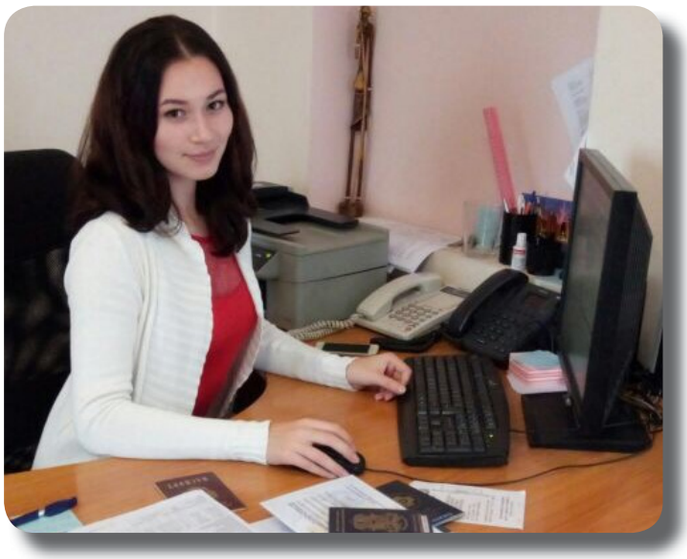
Mrs. Margarita Kuramaeva employment

We are pleased to advise you that Mrs. Margarita Kuramaeva has joined RoKcs as crew coordinator as of 01Aug17.
In July 2017 Margarita graduated from Maritime State University named after Admiral G.I. Nevelskoy in Vladivostok as a document specialist.

During her studies she was engaged in practical work in Administration of Primorsky Krai and produced excellent results on the final exams.

She has started working together with Evgeniya Khalimenko under supervision of Capt. Pavel Sidorkin and Capt. Denis Verkoturov.
All of us will support Margarita to succeed in her new tasks.

Rita, welcome on board!



Job Opportunities

In view of the planned for 2017 Fleet expansion following new positions are announced for 2017:

Fleet superintendent, ex Master
He will be based in RoKcs office, Vladivostok and/or Singapore, belonging to a Fleet Group, reporting to Headof¬fice, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Kristen/Roxana Fleet will be also desirable.
Attractive benefits package.

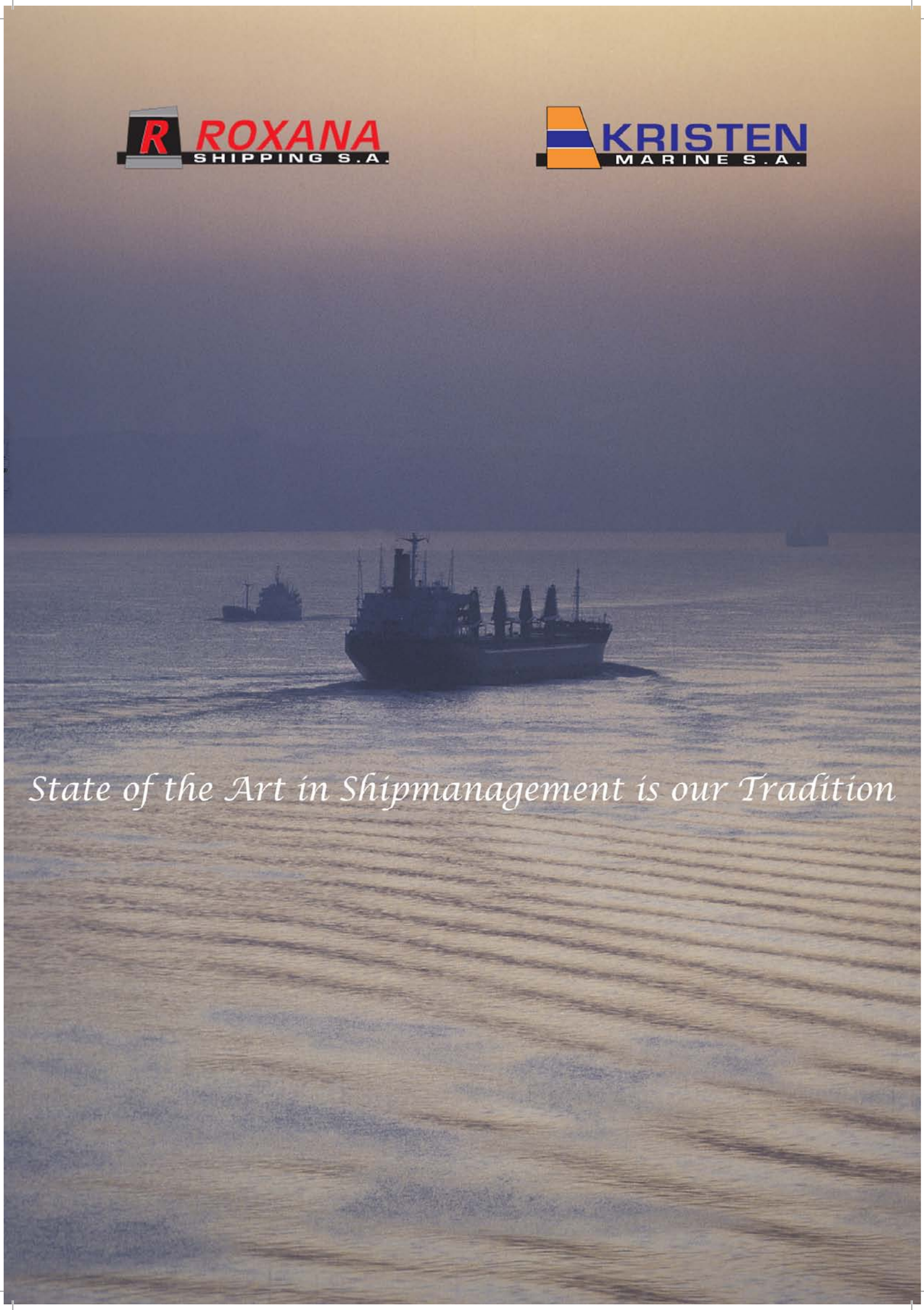
Fleet superintendent, ex Chief Engineer
He will be based in RoKcs office, Vladivostok and/or Singapore, belonging to a Fleet Group, reporting to Headof¬fice, responsibilities as per CP01, fluency in English and computers desirable, Ex Chief Engineer in Kristen/Roxana Fleet will be also desirable.
Attractive benefits package.

Fleet superintendent, ex Master
He will be based in Athens, belonging to a Fleet Group, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Roxana Fleet will be also desirable.
Attractive benefits package.

Operator, ex Master
He will be based in Athens and/or Singapore office, reporting to Headoffice, responsibilities as per CP01, fluency in English and computers desirable, Ex Master in Roxana Fleet will be also desirable.
Attractive benefits package.

ROXANA SHIPPING S.A.

KRISTEN MARINE S.A.



State of the Art in Shipmanagement is our Tradition